

SWELLENDAM MUNICIPALITY



THIRD GENERATION INTEGRATED DEVELOPMENT PLAN

2012 – 2017

18 JUNE 2012

Vision and Mission

"A visionary Municipality that strives towards prosperity for all through cooperative participation and high quality service delivery"

Above all, the Municipality's Vision reflects the need for it to govern together with its citizens in a dynamic and safe environment attractive to investors and tourists. This includes public participation in identifying needs, planning and decision-making, as well as in the implementation, monitoring and evaluation of Council programmes. All the programmes and projects presented in the current IDP have been informed by the Municipality's Vision.

Mission Statement: It is envisaged that the municipal vision will be achieved through:-

- Providing a transparent and accountable government by rendering affordable and sustainable services and encouraging economic and social development through community participation
- Transparent institutional and infrastructure development
- Sustainable local economic development and the establishment of public/private partnerships
- Governance for the people by the people
- Service delivery through integrity

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1. INTRODUCTION AND BACKGROUND

The IDP must be adopted before the end of June 2012. A new Council was elected for Swellendam Municipality on 18 May 2011. The Municipality have 5 wards but the number of Councillors has been decreased from 10 to 9. There are 5 Ward Councillor Seats and 4 Proportional Representative Seats. The newly elected Council are responsible for the compilation of a new five year strategic plan (IDP) for 2012 – 2017.

1.1. Swellendam Municipal Area

The Swellendam Municipality has been classified as a Category B municipality, and was proclaimed as a local municipality with a mayoral executive system combined with a ward participatory system. The Swellendam Municipality is deemed to be a low capacity municipality, and shares executive and legislative authority with the Overberg District Municipality. The municipal area is demarcated into five wards.

Geographic Profile

Swellendam, which is situated in the Overberg District, is well known for its location at the foot of the Langeberg mountain range and is seen as the gateway between the Overberg and the Eden Districts.

The Swellendam Municipal area is the second largest municipal area in the Overberg region and covers a geographical area of 3001. 091 km².The greater Swellendam Municipal area comprises of the town of Swellendam and the villages of Barrydale, Suurbraak, Malagas, Buffeljagsrivier, Wydgeleë (Ouplaas), Akkerboom (Op de Tradouw), Infanta and Stormsvlaei. Swellendam is linked with other urban and rural areas mainly through the N2 National Road. The area is also served with the main railway line which links Cape Town with the Garden Route. The R324 links Swellendam with Barrydale through the well known Tradouw Pass. The R62, a road which has now also become a well known tourist route, links Barrydale with Montagu and Oudtshoorn. The R60 links Swellendam with towns like Ashton, Montagu and Robertson and forms an important link between the N1 and N2 tourism routes.

The towns of Swellendam and Suurbraak have a rich historical and cultural heritage. In Swellendam many old buildings dating back to the 18th century can be found. Suurbraak is an old mission station near the foot of the Tradouw Pass and its origin dates back to 1812.

The climate for the Swellendam area is warm during the summers with summer rains and very wet winters. Rainfall is spread over the year and ranges between 55% in winter and 45% in summer. During 2006 the area has seen a lot of rain which led to destructive floods.

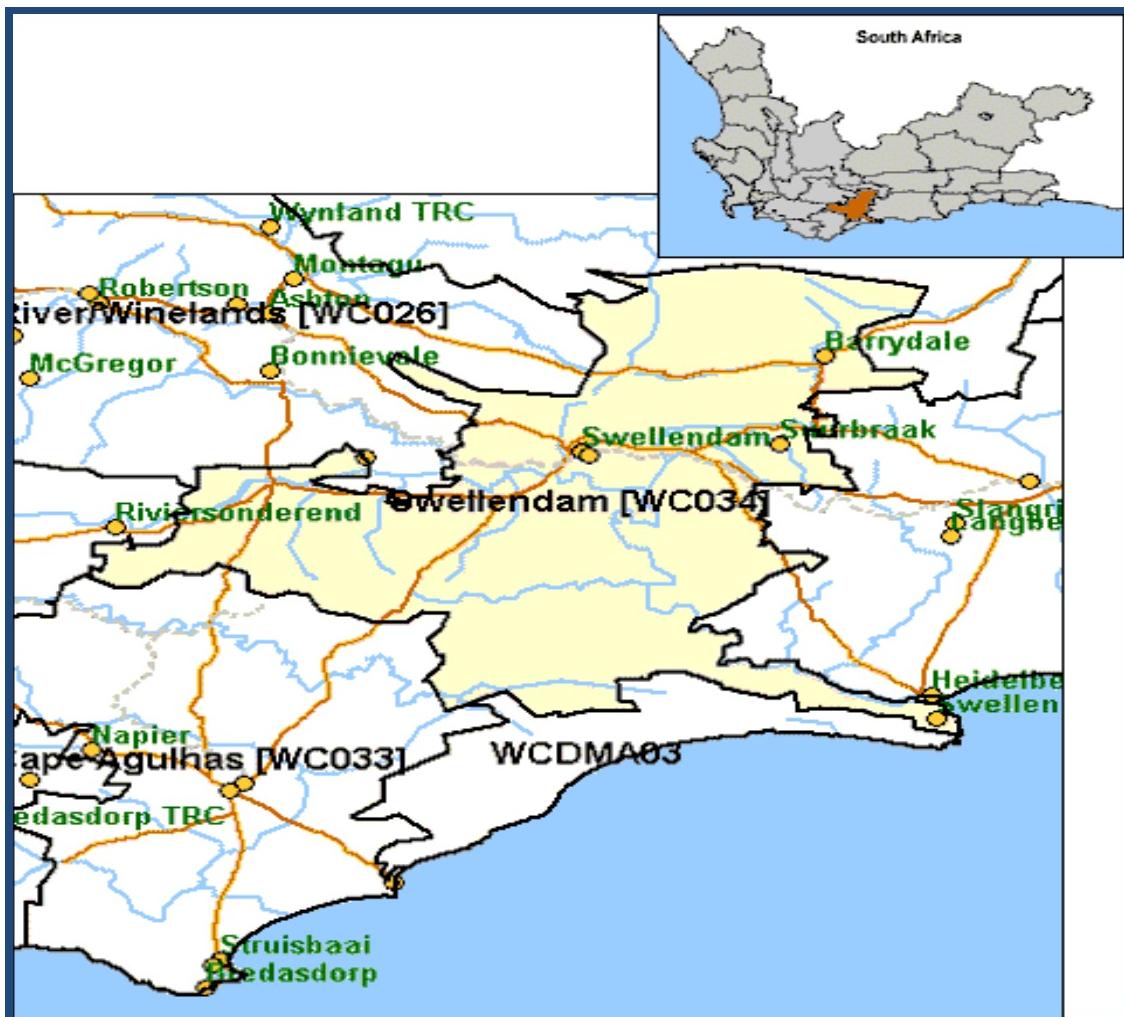


Figure 1: Swellendam Municipal Area

Demographic Profile

The Provincial Treasury of the Western Cape states in their 2007 Socio-Economic Profile for the Overberg District that “the structure of the population is an important building block to understand the reasons for development and under-development”. They go further to say that “Analysis of population dynamics assists in providing background for future planning such as budgeting and policy formulation for the provision and development of infrastructure”. Despite this assumption regular and timely official national censuses are no longer taking place. This is a major problem for proper planning and should be addressed as a matter of urgency.

The Swellendam Municipal Council accepted this fact and in the absence of updated official national census figures decided to include a demographic situational analysis in their brief to the consultants compiling a Socio-Economic Profile for the greater municipal area during 2007/2008.

Swellendam Municipality has a population of 43 000 (2008 Socio-Economic Profile Report: Octagonal Development) and covers an area of 3001. 091km². The population of the municipal area is relatively young, with 68 % of the population being younger than 39 years of age. The median age of the municipal area is calculated as 28 years, with an age-dependency ratio of 51.9 % in 2006. The gender division for the area is 50 % male and 50 % female. Afrikaans is the dominant language and is spoken by 90.1 % of the population. Xhosa is the second largest indigent language and is used by 6.2 % of the population, with 3.1 % of the population speaking English and 0.6 % speaking other languages.

Table 1: Demographic Information

Number of households	Total Population	African	Coloured	White
10 198	43 000	8 600 (20 %)	24 510 (57 %)	9 890 (23 %)

There are 10 198 households in formal areas. Although the situation changes constantly, the most recent studies show that there are 373 households in informal areas, 830 households where serious overcrowding occurs and 657 qualifying households in backyard shacks. At the end of June 2009 1 723 households received indigent support. The housing backlog is 2 400 units.

1.2. Context

The Integrated Development Plan (IDP) is applicable to the area of jurisdiction of the Swellendam Municipality, situated in the Overberg District of the Western Cape.

Figure 2: Overberg DM

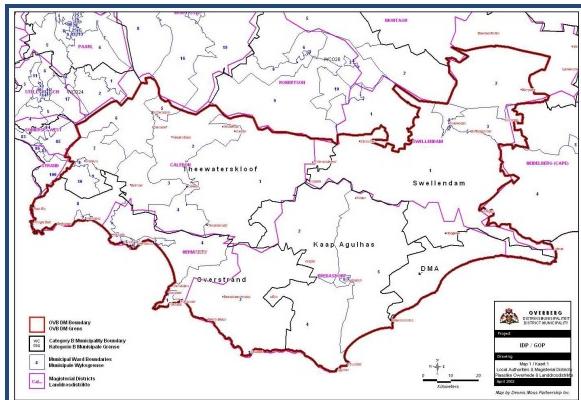
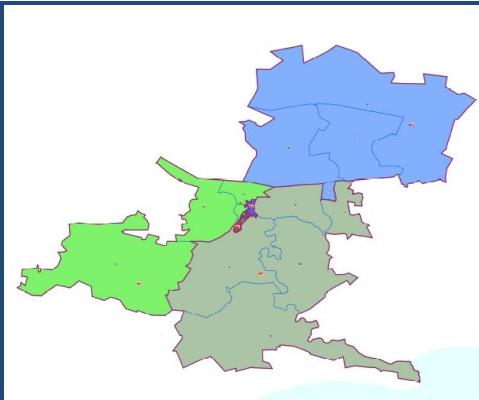


Figure 3: Swellendam Wards



1.2.1. SWOT Analysis for Swellendam

Table 2: SWOT Analysis for Swellendam

STRENGTHS	WEAKNESSES	THREATS
SWELLENDAM		
<ul style="list-style-type: none"> A relatively well developed central business area and local economy Considerable historical and heritage resources An abundance of natural and scenic resource Excellent accessibility to the broader region via the N2 Agricultural resources Well located vacant land, which exists within the town 	<ul style="list-style-type: none"> Infrastructure not adequately maintained Limited institutional capacity Ineffective or lacking institutional systems, procedures and policies Infrastructure backlogs Housing backlogs Low capacity municipality in terms of financial management capacity 	<ul style="list-style-type: none"> Sensitive natural ecosystem. Increasing drug related crimes. High unemployment. Very high illiteracy percentage. Medium composite human needs. Parity of municipal service delivery. Increasing demand for spatial planning and land use. Viable urban integration.

<p>Expansion possibilities of own revenue base</p> <p>Higher than regional economic growth rate</p> <p>Leading town</p> <p>Economic development potential.</p> <p>Scenic environment.</p> <p>Tourism potential.</p> <p>Agricultural-industrial development potential.</p> <p>Medical tourism opportunities.</p> <p>High composite development and resource potential.</p> <p>Availability of public and private land for development.</p>	<p>The town's lack of social and economic integration resulting from the historic "apartheid" spatial structure of the town</p> <p>The N2 creates a barrier / division between Swellendam town central and the Railton residential area, effectively constraining the integration of the communities</p> <p>The topography and river corridors surrounding Swellendam town limits development opportunities</p> <p>The existing industrial area along the N2 has a negative visual impact on the N2 tourism route, which will have to be mitigated and improved</p> <p>Sensitive natural vegetation surrounding certain parts of Swellendam town limits opportunities for the further sustainable extension of urban development</p> <p>Bulk Services which are outdated and inadequate</p> <p>Lack of available land for housing development in the municipal district</p> <p>Lack of enough staff/operators at parks section.</p>	<p>Medium composite economic potential.</p> <p>Public expectations.</p>
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STRENGTHS	WEAKNESSES	THREATS
BARRYDALE		
Well-developed tourism business corridor Historical and heritage resources Exposure to the R62 tourism route Rural character of the town Appropriate densification opportunities exist within Barrydale for residential development	The topography and river corridor limits development opportunities Barrydale and Smitsville are separated by topographical features which limit integration The relatively under-developed state of the bulk infrastructure, specifically capacity of the sewerage treatment works and bulk water provision capacity	Sensitive natural ecosystem. Increasing drug related crimes. High unemployment. Very high illiteracy percentage. Medium composite human needs. Parity of municipal service delivery. Increasing demand for spatial planning and land use. Viable urban integration. Medium composite economic potential. Public expectations.
SUURBRAAK		
Historical mission station and cultural Landscape Unique rural character and setting Valuable agricultural resources in terms of fertile land and water availability	The topography, river corridor and agricultural land surrounding the town limit its potential to grow.	Sensitive natural ecosystem. Increasing drug related crimes. High unemployment. Very high illiteracy percentage. Medium composite human needs. Parity of municipal service delivery. Increasing demand for spatial planning and land use. Viable urban integration. Medium composite economic potential. Public expectations.

BUFFELJAGSRIVIER		
<p>Existing agri-industrial activities provides job opportunities for the local community</p> <p>Rural character and setting of the Settlement</p> <p>Valuable agricultural resources</p> <p>Well-located relative to the N2 corridor and Swellendam town.</p>	<ul style="list-style-type: none"> • Dispersed location of the various agri-industrial sites, the topography, river corridor and agricultural resources limit development opportunities; 	<p>Sensitive natural ecosystem.</p> <p>Increasing drug related crimes.</p> <p>High unemployment.</p> <p>Very high illiteracy percentage.</p> <p>Medium composite human needs.</p> <p>Parity of municipal service delivery.</p> <p>Increasing demand for spatial planning and land use.</p> <p>Viable urban integration.</p> <p>Medium composite economic potential.</p> <p>Public expectations.</p>
MALAGAS		
<p>Tourist attraction of the Malagas Ferry</p> <p>Rural character and amenity setting of the Settlement</p> <p>Access to Breede River for recreational activities</p>	<p>The topography, river corridor and remote location limit development opportunities.</p> <p>Road infrastructure is poorly developed and unsurfaced.</p>	<p>Sensitive natural ecosystem.</p> <p>Increasing drug related crimes.</p> <p>High unemployment.</p> <p>Very high illiteracy percentage.</p> <p>Medium composite human needs.</p> <p>Parity of municipal service delivery.</p> <p>Increasing demand for spatial planning and land use.</p> <p>Viable urban integration.</p> <p>Medium composite economic potential.</p> <p>Public expectations.</p>

INFANTA		
Holiday town character and access to the ocean and the Breede River estuary	<p>High energy coastline with limited safe bathing areas.</p> <p>Very remote location and sensitive environment which limits development opportunities.</p> <p>Very limited infrastructure capacity.</p>	<p>Sensitive natural ecosystem.</p> <p>Increasing drug related crimes.</p> <p>High unemployment.</p> <p>Very high illiteracy percentage.</p> <p>Medium composite human needs.</p> <p>Parity of municipal service delivery.</p> <p>Increasing demand for spatial planning and land use.</p> <p>Viable urban integration.</p> <p>Medium composite economic potential.</p> <p>Public expectations.</p>

1.3. Integrated Development Planning

The Integrated Development Plan (hereinafter referred to as the IDP) is the Municipality's principal strategic planning document. Importantly, it ensures close co-ordination and integration between projects, programmes and activities, both internally (between Departments) and externally (with other spheres of government). The IDP therefore ultimately enhances integrated service delivery and development and promotes sustainable, integrated communities, providing a full basket of services, as communities cannot be developed in a fragmented manner.

The Integrated Development Plan (IDP) is the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- ☒ is adopted by the Council within one year after a municipal election and remains in force for the Council's elected term (a period of five years);
- ☒ is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- ☒ guides and informs all planning and development, and all decisions with regard to planning, management and development;
- ☒ forms the framework and basis for the Municipality's medium term expenditure framework, annual budgets and performance management system; and
- ☒ seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDP's that not only comply with relevant legislation but also –

- are owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- are driven by the management team and systems within the Municipality with implementation regularly monitored during the year through the performance management system;
- contain a long term development strategy that can guide investment across the municipal area;
- provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning, resource alignment to improve service delivery to all stakeholders; and
- include local area or ward plans to localize the strategy and implementation of the IDP.

1.4. Legal Status of IDP

In terms of Section 35(1) of the Municipal Systems Act No 32 of 2000 an IDP adopted by the council of a municipality-

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;

- (b) bind the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) bind all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

1.5. The Third Generation IDP

The first generation IDP's dealt with the period 2002-2007 and the second generation IDP's with the period 2007-2012. Municipalities entered the third five year IDP cycle with the municipal elections in May 2011. This third generation IDP will be effective from 1 July 2012 up to 30 June 2017.

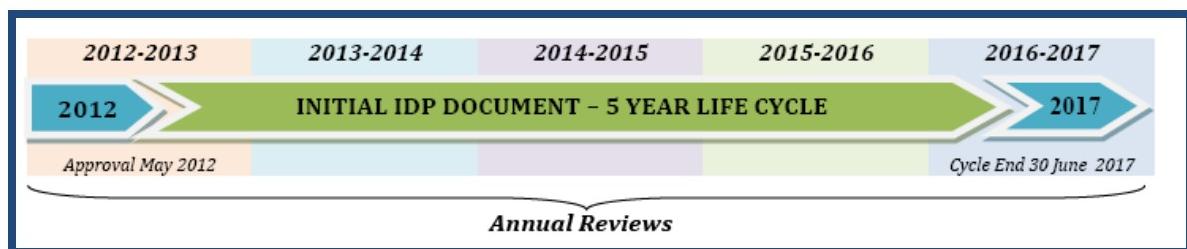
According to the Municipal Systems Act, every new council that comes into office after the local government elections has to prepare its own IDP which will guide them for the five years that they are in office. The IDP is therefore linked to the five year term of office of councillors. This does however not restrict all proposals in the IDP to five years.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into power within the five year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five year IDP and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made with respect to the five year strategy (and key outcomes)

1.6. Annual Review of the IDP

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Figure 4: IDP 5 Year Cycle



Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ensure its relevance as the Municipality's strategic plan;
- inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to -

- reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the five year strategy; and
- inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

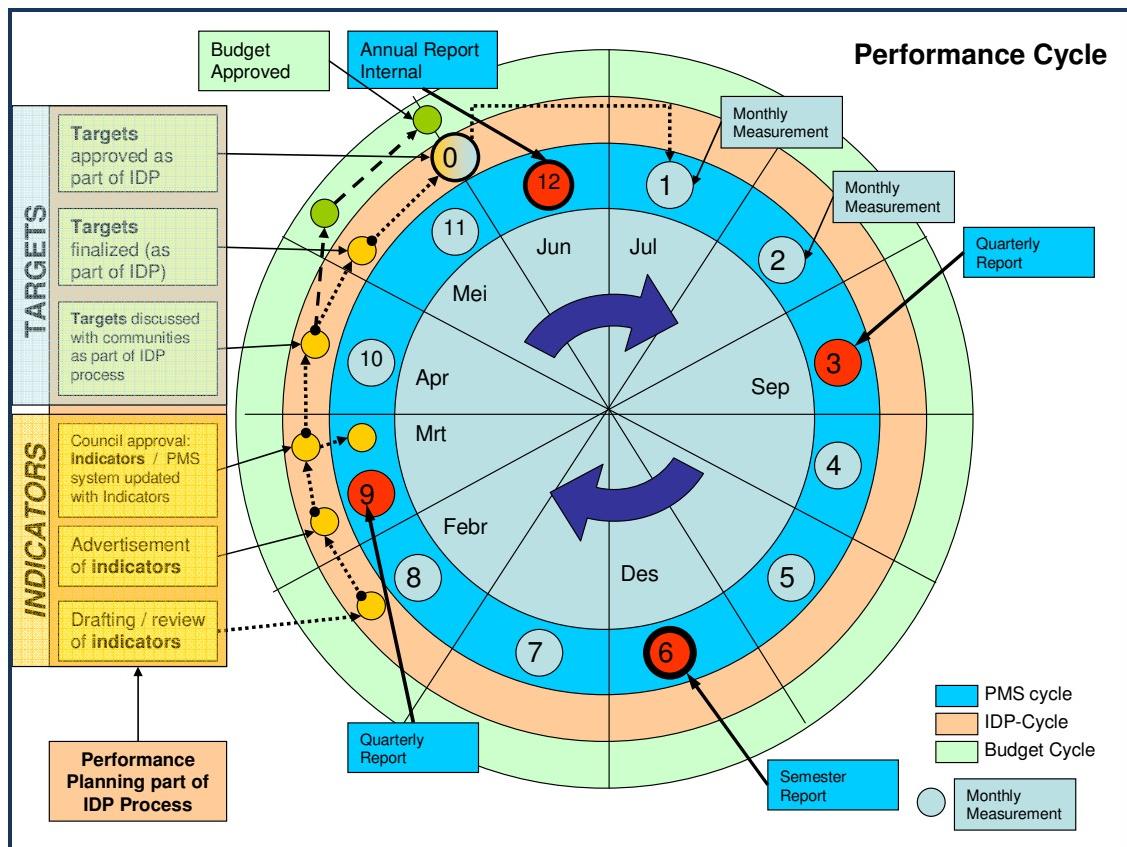
1.7. Relationship between IDP, Performance and Risk Management

Performance Management Cycle

The Municipality adopted a performance management and reporting cycle which include timeframes to complete the process. The cycle starts with the strategy session of Council and includes the IDP and budget processes. The IDP and budget are converted to a Service Delivery Budget Implementation Plan (SDBIP) as corporate performance management tool and cascaded down to the PMS of the municipality.

In order to align the different planning related processes, the following performance cycle was adopted. The process will be repeated on an annual basis, with the exception that KPI's have been established during the initial year and need only be reviewed in subsequent years (projects need to be annually updated).

Figure 5: PMS, IDP and Budget Process



Budget

The budget attaches money to the IDP objectives and this is monitored through the Service Delivery and Budget Implementation Plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

Risk Management

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives. A Risk Assessment is compiled to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.

Swellendam Municipality is now in the process of compiling a Risk Management Policy (said Policy is currently in draft form) which will be fully integrated with the IDP and the risks linked to the objectives.

1.8. Ward (Area) Based Plans

Ward (Area) plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. Ward plans provide Ward Committees with a systematic planning and implementation process to perform their roles and responsibilities. Ward plans will also be used by Ward Committees for monitoring and evaluation which gives the committees an ongoing role through the year.



2. GOVERNANCE AND ADMINISTRATION

2.1. Section 53 Role Clarifications

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the Municipal Manager must be defined. These roles and responsibilities can be defined as follows:

Municipal Council

- governs by making and administrating laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual Councillors or Officials;
- can delegate responsibilities and duties for the purposes of fast and effective decision making;
- must strive towards the constitutional objects of local government;
- must consult the community with respect to local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and Budget.

Executive Mayor

- is the executive and political leader of the Municipality and is in this capacity supported by the Mayoral Committee;
- is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- is the defender of the public's right to be heard;

- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- performs the duties and exercise the responsibilities that were delegated to him by the Council.

Mayoral Committee

- Its members are elected by the Executive Mayor from the ranks of Councillors, with the exception of the Deputy Executive Mayor who is elected by the Council and is an ex officio member of the Mayoral Committee;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the Mayoral Committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an “extension of the office of Executive Mayor”; and
- the Committee has no powers on its own – decision making remains that of the Executive Mayor

2.2 Political Governance

The institutional analysis and structure of the Swellendam Municipality are stated below. The structure provides for accountability and transparent governance, in addition to enhancing legislative compliance.

2.2.1. Council

Swellendam Municipality have 9 Councillors (4 Proportional Representation (PR) and 5 Ward Councillors). The Speaker is the Chairperson of Council. The party-political and demographic representation of Councillors is reflected in the table below:

Party-Political and Demographic Representation of Councillors as on 1 June 2011

Table 3: Gender Distribution

POLITICAL PARTY	NO OF COUNCILLORS	GENDER DISTRIBUTION
DA	4	Male: 4
ANC	4	Male: 2 / Female: 2
ACDP	1	Male: 1

2.2.2 Executive Mayoral System

A three member Mayoral Committee was appointed by Council. The Mayoral Committee is presently assisted by three portfolio committees, namely Finance, Community Services and Engineering Services, who meet as and when required, to make recommendations to the Mayoral Committee. The amount of portfolio committees was reduced from six to three to streamline activities and to increase functional efficiency.

2.2.3 Administration

The Municipal Manager is the head of the administration and Accounting Officer, supported by the Chief Financial Officer, the Director Corporate Services (vacant), the Director Engineering Services (filled on a month to month basis for a period of three months or until the position is filled, whichever comes first – current incumbent is the previous Director Engineering Services and the Director Community Services.(vacant)The political leadership and the administration should complement each other to achieve the objectives of the IDP.

2.4 Core - Values of the Municipality

The Municipality is committed to deliver services within the framework of *Batho Pele* principles, as outlined below:

- **Courtesy and ‘People First’:** Residents should be treated with courtesy and consideration at all times.
- **Consultation:** Residents should be consulted about service levels and quality, whenever possible.

- **Service excellence:** Residents must be made aware of what to expect in terms of level and quality of service.
- **Access:** Residents should have equal access to the services to which they are entitled.
- **Information:** Residents must receive full and accurate information about their services
- **Openness and transparency:** Residents should be informed about departments, operations, budgets and management structures.
- **Redress:** Residents are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered.
- **Value for money:** Public services should be provided economically and efficiently.

2.5 Strategic Objectives

Council, together with the heads of departments, held strategic planning sessions and during these sessions Council discussed/identified the internal constraints experienced by the Municipality and approved several specific interventions aimed at addressing said constraints so that ultimately service delivery could be improved and the needs of the community met. These interventions and strategies are also included in the Municipal Turnaround Strategy. These interventions include:

- Improved Customer Care
- Improved Communication (internal as well as external)
- Improved Human Resource Management
- Strengthening of capacity in the Financial Department
- Improved Strategic Management
- Improved Administrative Support to line departments
- Specific strengthening of capacity at the Traffic Department
- The appointment of persons in strategic vacant positions
- The creation of office space to accommodate the expansion of municipal and public services for strategic local economic and effective service delivery reasons

- Adopting and implementing an alternative job evaluation systems, because of the non-finalization of the TASK job evaluation system
- Introduction of systems (PMS), procedures and policies to reward staff for good work and excellence in work
- To improve the inadequate infrastructure of the Swellendam Municipality, for purposes of accommodating and encouraging development and investment
- Acquisition of land
- Upgrading of infrastructure

In order to structure the internal goals and strategies in a meaningful manner, the following key performance areas are used:

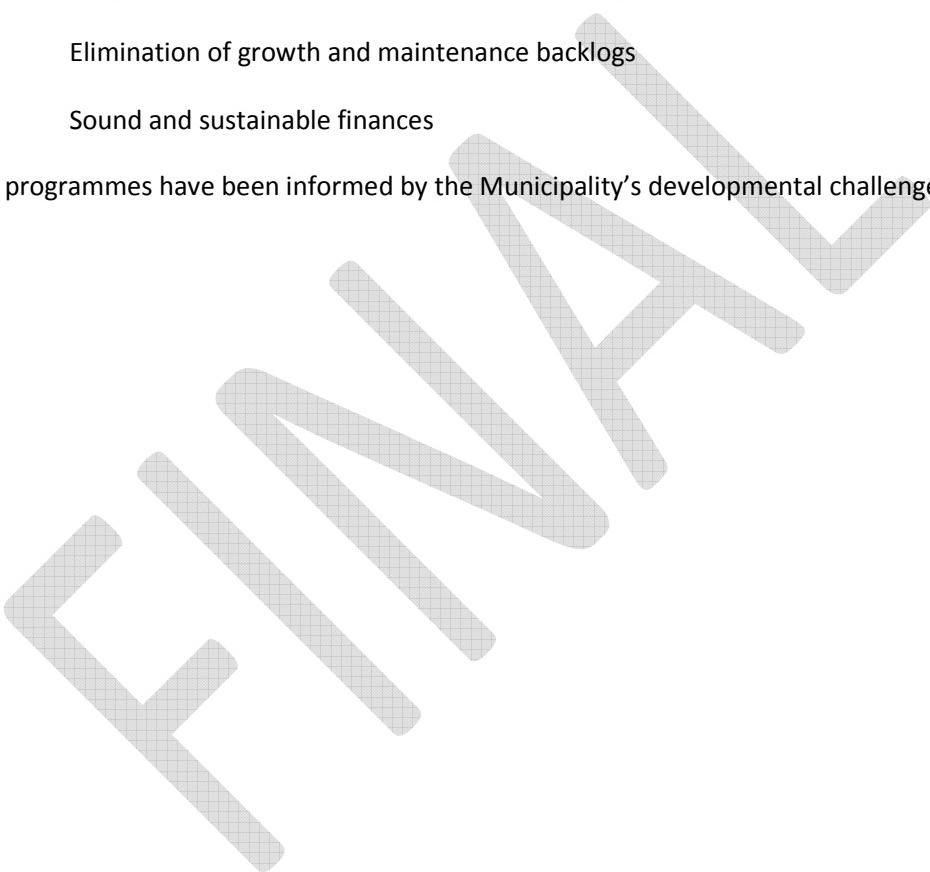
- The provision of basic services to the best possible level;
- Human development to enable people to develop to their full potential;
- Economic development with full participation to all and with focus on both First and Second economies;
- Corporate service delivery / Institutional development;
- Financial service delivery.

The Swellendam Municipality aspires to the following objectives through the proper implementation of its Key Performance Areas:

- Continuous and sustainable provision for housing needs through timely planning;
- Provision of a sound economic basis as well as a quality environment by practicing sustainable planning and thus promoting the creation of jobs and the expansion of tourism;
- Provision of a healthy and safe living environment
- To empower the residents of the Swellendam by the provision of / and exposure to the necessary training facilities, academic as well as practical skills development;
- To support the residents of the Swellendam with the necessary sporting and recreational facilities as well as to protect and preserve the natural environment in harmony with future town development
- Correcting spatial imbalances

- Combating poverty and unemployment
- Ensuring access to basic services by all
- Socio-economic growth and sustainability
- Development of integrated and sustainable settlements
- Effective, responsive, people-centered and integrated institution
- Democratising of planning and decision-making
- Elimination of growth and maintenance backlogs
- Sound and sustainable finances

These programmes have been informed by the Municipality's developmental challenges.



3. SITUATION ANALYSIS

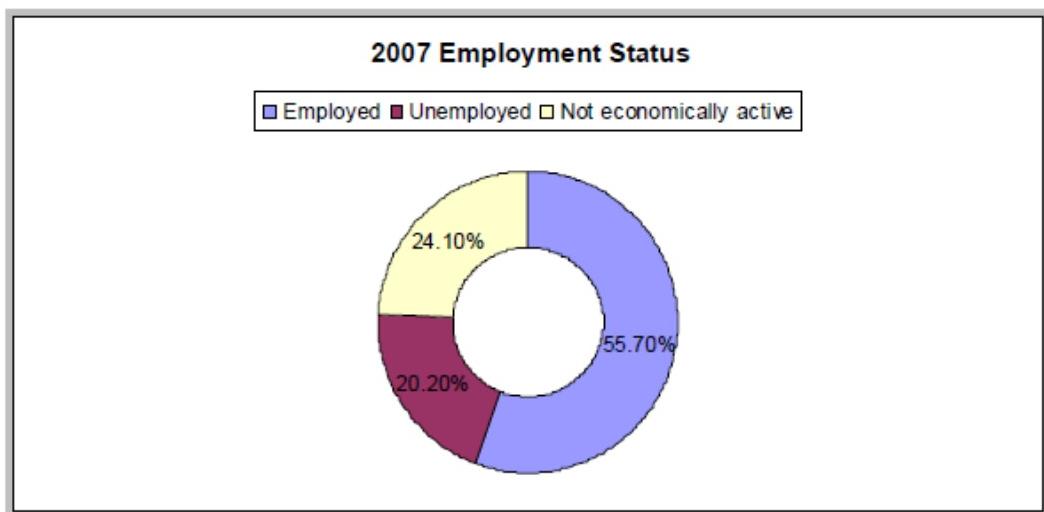
The situational analysis and statistics presented in this chapter indicate the developmental challenges facing Swellendam Municipality, such as poverty, unemployment, and service delivery backlogs. The programmes and projects in this IDP are informed by this scenario.

The economic attributes and local resources are crucial to the economic opportunities and wealth that is offered by the area. Unfortunately the opposite of this is the high levels of income inequalities, skewed patterns of ownership and the poverty which a large portion of the inhabitants of the Swellendam Municipality still experience. This situation highlights the lack of involvement and participation of said portion of the local inhabitants in the local economy. Distorted development has manifested in a skewed distribution of income and wealth.

3.1. Employment

Unemployment rate is over 20% and increasing (See Figure 6 below)

Figure 6: Employment Status



3.2. Socio-economic Situation

- Indigent Households: 1 723 of the total number of 10 198 households are classified as indigent
- Social Grants: 50% of households access at least one social grant
- Low household income: 60% of the population falls within the lower to middle income brackets
- Average Pass Rate (Numeracy Literacy): 42%
- No Schooling: 9%
- Tertiary Education: 7%
- Percentage of District Population: 12.8%
- Proportion of Youth and Children: 54.6%
- HIV/AIDS Prevalence: 5%
- No of Reported Crimes: 2 083 (2007)
- Urban/Rural Household Split: 65% urban./34% rural
- Primary Schools 13
- High Schools 2 (2 Hostels Available)
- Others 4

Table 4: Socio-Economic information

Housing backlog	Unemployment (%)	Low skilled proportion of population	Households with no income (%)	HIV/AIDS prevalence (%)	Illiteracy (people older than 14 y)	Urban/Rural Split
2 145 units	16 % (and rising)	73 %	5.3 %	5 %	31 %	Urban -65 % Rural - 35 %

3.3. Structure of the Local Economy

Swellendam Municipality is currently the third biggest contributor to the economic growth and GDP of the Overberg District. Swellendam registered an average annual growth rate of 3.2% in GDP from 1995 to 2004, the second highest rate in the Overberg District. When considering the most recent data and shorter periods, economic growth was higher than the long-term average, averaging 3.5% between 2000 and 2004, 4% between 2003 and 2004 and 5.5% in 2006.

The main economic sectors are primary agriculture and agro-processing of products which includes deciduous fruits, wheat, barley, young berry, livestock and grapes for exporting and the making of wine. Tourism is the other major sector in the area with a big emphasis on eco-tourism and cultural heritage tourism activities. The other sectors are retail and manufacturing, mining and quarrying. A potential sector for higher economic growth in the area is wholesale and packaging.

The contribution of the major sectors of the Swellendam Municipal economy is as follows:

- **Agriculture:** The local economy is dominated by Agriculture (23,6 %) but it must be mentioned that the growth in agriculture turnover slowed by 6,7% per annum from 2002 to 2005.
 - As the ability of the agricultural sector to grow declines further and the economic base starts to change, more people with low skills levels will eventually become unemployed, whilst the changing economy will struggle to obtain suitably skilled people within the municipal area. Serious attention will therefore have to be given to education and skills development and therefore provision is made in the IDP (LED Strategy) for the launching of a study to determine in what direction the local economy is changing and growing and what skills will be needed in future and how that skills can be obtained by the local work force (Project: Comprehensive Skills Audit as also provided for in the LED Strategy).
- **Tourism:** Growth in tourism and accommodation turnover increased by 1,7% per annum over the same period. Problems were however steadily being encountered since 2005 and the sector were in danger of becoming split and was no longer the driving force it used to be. In order to address this issue Council resolved to explore the possibility of the provision of the tourism function through an external mechanism and resulting from this resolution a tourism investigation was conducted as contemplated in section 78 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000). Subsequent to this investigation it became clear that urgent intervention was needed to improve this very important function/sector to ensure that the sector is stimulated and not negatively impacted by internal capacity constraints.

Arising from this Council further resolved that a Tourism Association be established who, for a start, was mandated to undertake tourism marketing and branding functions on behalf of the Municipality and whose role and functions were later expanded to also provide for the broader tourism function. Afore-mentioned route was based on recommendations contained in the Section 78 Report. Several public meetings were held to inform the community accordingly and the Greater Swellendam Tourism Organisation was formally established as result.

The Service Level Agreement between the Municipality and the Greater Swellendam Tourism Organisation which was signed in January 2010 stipulates that the GSTO officially take over the Information centres in March 2010. This was done and thus far the GSTO proved to be highly successful. For the first time in more than four years product owners are becoming members of the GSTO. Membership rose from zero in 2007 to more than 130 members currently and more product owners are indicating willingness to join.

Since taking over the tourism Information Office from 1 March 2010, the GSTO appointed four new employees to man the Offices. Two for each of the Swellendam and Barrydale Offices, with a satellite office in Suurbraak. Malagas/ Infanta will have a satellite office opening at the Malagas Hotel. They have also embarked on an intern programme and training and development activities for the larger community.

It is clear, as set out in the first two bullet points above, that the contribution of agriculture is declining rapidly, while tourism plays a greater role.

- **Manufacturing** is undiversified in Swellendam's economy – 82% of manufacturing activity is in support of agriculture sector

The three most important economic sectors accounted for 56.7 % of all economic activities, confirming the uneven spread of economic activities between the sectors identified. In 2005 the Swellendam municipal area contributed 13.8 % to the total GDP of the Overberg region.

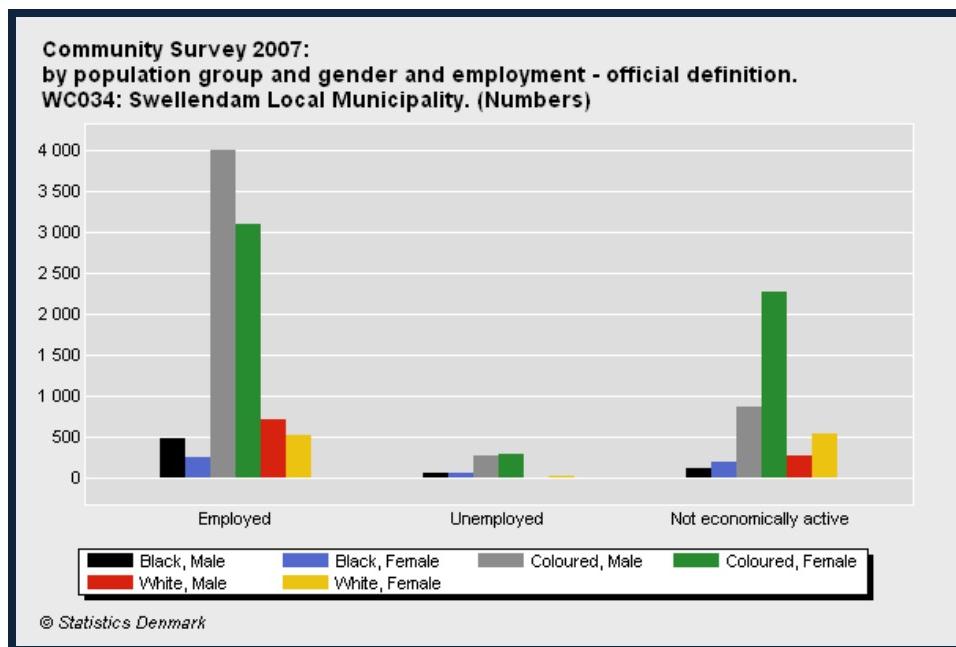
Swellendam has been identified as the urban node with the most development potential and urban extension areas have been identified in this area. According to the Growth Potential Study, Swellendam was ranked 27th of all towns in the Western Cape in terms of development potential (Swellendam, Barrydale and Suurbraak were the only towns in the Municipality to be included in this study). Swellendam performs well in terms of the "Infrastructure and Institutional Services" index (ranked 19th) but "Economic Activity" and "Human Needs" indexes are average (46th for both) (US: 2005).

3.4. Employment / Poverty and Literacy

Job creation still lags behind growth in the labour force. Infrastructure backlogs and lack of land availability are hampering development and is receiving priority attention in Council's Strategic Planning Interventions/Turnaround Strategy.

The poverty rate is the percentage of people living in households with an income less than the poverty income. The poverty income is defined as a minimum monthly income needed to sustain a household and varies according to household size. Global Insight estimates on the number of people living in poverty in Swellendam at 30.7% (2010), the second highest in the District. According to the Department of Social Development (2009), the literacy rate for Swellendam was 67.1% in 2007.

Table 5: Employment Group and Gender



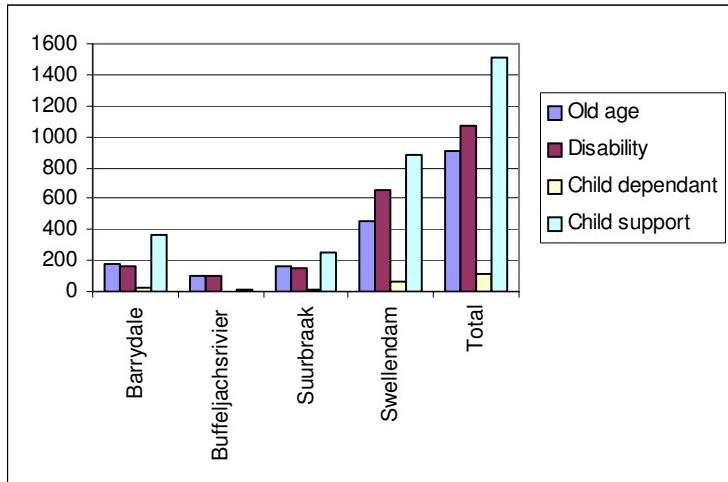
According to the Community Survey of 2007, there is a great demand for jobs for coloured males, followed closely by coloured females. Seen against the back drop of the high proportion of coloured females that are not economically active, we could expect the general poverty levels to be highest in the coloured community.

3.5. Social Grants

The graph below outlines how social grants are being employed to counter the effects of poverty due to unemployment in the wider Swellendam area.

Table 6: Beneficiaries Social Grants

Actual number of beneficiaries of social grants (February 2008)



The graph also shows that Child Support involves the most beneficiaries (1 500), followed by Disability and then Old Age.

3.6. Migration

Migration is on the rise – both skilled and unskilled migrants are coming to Swellendam. Incoming skills should be tapped and attention be given to the development of shills in the unskilled/uneducated coming into the municipal area.

3.7. Income

Although income distribution on overall compares favorably with the district averages, the fact is that almost 60% of the population falls within the lower to middle income brackets and that the occurrence of severe poverty is also attached to certain locations within the municipal area. This indicates that in certain towns and areas the focus on social development issues should be more intense than in others.

3.8. Burden of Disease

The Western Cape Department of Health published the Burden of Disease (BOD) research in July 2007. The World Health Organisation (WHO) regards the BOD as a significant response to the need for consistent and comparable information on diseases and injuries at global, regional and national levels. The BOD framework emphasizes the need for a well co-ordinated and strategic upstream intervention to impact on the current unfavorable health outlook. Some of the problems can be addressed through behavioral changes.

In promoting health, the interventions would have to take into account the social, economic and environmental conditions which correlate with health. Protection and disease/injury prevention are recognised as central responsibilities within a population health paradigm. The main conduits through which the BOD manifests are:

- Biological factors – sex and age, and sexually transmitted infections (STIs).
- Behavioral factors – method of sex, the number of partners and the incidence of substance abuse.
- Societal factors – gender, older partners, violent crime and social systems.
- Structural factors – indicators of poverty, migration/urbanisation, education and infrastructure.

The key is to identify what strategies will have the greatest upstream impacts and to decide on the most appropriate types of interventions to employ, the partners to engage, the roles and responsibilities to perform, and the strategy to implement them in order to best contribute to the desired health outcomes.

Despite data limitations at regional level, which curtail the objective of obtaining consistent estimates of incidence and health status, the findings of the Socio Economic Profile of Local Government (SEP-LG) 2006 were confirmed in the BOD research. In the prevalence of a weak social fiber and consequently, low human and social capital, the healthcare sector bears the brunt of negative consequences arising from risky behavior, skewed distribution of resources, and social and economic exclusion. Settlement patterns (influenced by inner city gentrification, destitution, informal settlements, etc.), high levels of substance abuse high TB and HIV/AIDS prevalence are a few examples which demonstrate the extent that societal values and norms have been eroded. The circumstances warrant a paradigm shift approaching population health and resource allocation. The evidence from these studies should be the basis of the parameters for health investment decisions. Investments should be directed to those areas that have the greatest potential to positively influence health.

With reference to indicators the following are aspects that pose a severe threat to the labour force and their ability to performs, as well as to the overall population:-

- Poor TB management process
- A projected growing HIV/Aids prevalence rate and the absence of monitoring mechanisms
- Increasing levels of substance abuse

Good health is vital to achieving and maintaining a high quality of life. A diverse range of factors play a role in ensuring the good health of communities. Some of the factors include lifestyle features that also depend on the provision of high quality municipal services, such as clean water and sanitation. It is the function of healthcare services not only to restore bad health, but also to ensure that communities do not contract preventable diseases.

Health Care facilities in Swellendam include 9 clinics and 1 hospital.

3.9. Basic Services

General

Inadequate sanitation/sewerage services, water supply/treatment, shortage of land, office infrastructure, inadequate telecommunication and lack of connectivity between towns remain serious stumbling blocks in the way of development and was therefore prioritized for strategic intervention/planning. The aforementioned (in so far as it is municipal competencies) have been identified by Council for Strategic Intervention.

Below is a brief situation analysis covering the basic services for the towns and settlements that form a part of the greater Swellendam area.

Swellendam

Water

Water supply in the Greater Swellendam is done through the Municipality's Engineering Department. Water Reticulation System from own sources is obtained mainly from the Klippe River.

Surplus water is taken to the conservancy dams Grootkloof 1, 2 and 3. An additional conservancy dam is to be constructed in order to accommodate future growth (Grootkloof no. 4). The water treatment plant has been upgraded in 1990/1991 and has sufficient capacity for future demand. There are 5 service reservoirs, providing sufficient storage capacity for treated water in the town.

There seems to be adequate water supply for future development and demand, if the quality thereof is maintained. Some parts of the old distribution network need replacement, this has already been started by the Municipality.

Electricity

All electricity is supplied by ESKOM. The Municipality does not generate any electricity. Supply of electricity is done in the rural areas directly through ESKOM whereas in the towns, the Municipality buys electricity from ESKOM and distributes it through their Engineering Department's electricity division to consumers.

According to the Community Survey of 2007 – published by the Department of Statistics - Swellendam's proportion of households using electricity for cooking was higher than the provincial average, measuring 93.1% of households.

For the time being there is enough distributing capacity as long as ESKOM provides the required electricity. The current growth of the town is placing great strain on the current resources of electricity. For future developments such as what is envisaged at the golf course, will require considerable upgrading to the bulk provision of the town. A study has recently been undertaken to determine the most critically required upgrades.

Storm drainage

Although almost 80% of all roads are tarred and protected with storm water drainage, those roads which are not tarred also have no provision for storm water. This is particularly problematic in Railton, where houses are regularly flooded because of the lack of storm water provision in the area.

Sewage

The sewerage reticulation system is old and has to be urgently upgraded to provide sufficient levels of service for new developments in the town. The densification of the town is also taxing the capacity of the internal reticulation system in the town.

The two sewage plants for Swellendam town are situated next to the N2 and the R60 at the beginning of the industrial area and opposite the area planned for the development of a shopping/residential complex. This location is a hindrance to further development in the area as the capacity of the sewage plant is inadequate for development. Investigations for the construction of a new sewage plant at a more suitable location have already been started.

The existing sewerage treatment plant located on the north-west edge of Swellendam (also known as the Klippe River Works) will be upgraded to accommodate all the present needs as well as the future needs for the next 5 years. Although Council has already made the decision to move the treatment plant, a full Environmental Impact Assessment must still be undertaken to give effect to this decision. This study and process is currently underway.

Roads & pavements

Most roads are in good condition but some roads in town need repairing badly and some gravel roads are not well maintained (e.g. the road to Malagas and Infanta).

The maintenance costs of all roads within towns and villages are regarded to be very high and the current maintenance programme is regarded to be insufficient to maintain existing roads at a reasonable standard.

- Gravel roads in certain towns, and most notably in the lower income areas, are regarded to be extremely problematic especially during winter months. Stormwater drainage is often lacking and roads as well as dwellings become flooded during winter months.
- Gravel roads are generally in a poor condition.
- Some tarred roads are in poor condition.

- There are not enough parking spaces on the main road in the shopping area during business hours. An expected sizable investment in retail space may contribute to solving this problem.
- Inadequate road signs and absence of boundary fences.
- Inadequate safety measures in locations where accidents take place regularly or are potentially dangerous (e.g. rumble strips at dangerous crossings, traffic signals).
- Fencing along main roads is insufficient and farm animals within the road reserve pose great risk to passing vehicles.
- With the flooding of a number of level bridges in winter, school buses, police vehicles and other traffic can not gain access to farms.

Due to severe flooding during 2006 damage was sustained in lower areas of the Klippe River joining the Swellendam industrial area. In order to mitigate this problem series of five Gabion greynes were constructed and this project was successfully completed by end June 2010.

In terms of the IDP the community has prioritised the upgrading and tarring of a number of roads within residential areas within the town of Swellendam.

The constant upgrading and maintenance of roads, streets and sidewalks is a priority in terms of Swellendam's priorities of service delivery.

Housing

According to the Spatial Development Framework published in 2006, the municipality has set in place a comprehensive implementation programme for subsidy housing. 393 Erven were in the process of being completed during that study. Sufficient land has also been identified for future development (364 erven) given the projected growth; approximately 8.5 ha would have to be identified to address the future subsidised housing need.

In 2008 the Swellendam municipality already had a waiting list of nearly 2 000 families, qualifying for low-cost houses. According to the Community Services Department there were 1 466 names for Swellendam town on the list.

The municipality has put low cost housing very high on their priority list, planning the building of another 1 150 low cost houses for people, most of whom have migrated recently to Greater Swellendam.

A total amount of R 37,027,240 including R 3,014,841 own funding was spent to build houses and provide services for Housing projects during 2010. (Annual report March 2011) In March 2011, there were approximately 13 500 housing units on the waiting list.

Barrydale

Water

The Huis River is the main water supply providing water to the town, both for domestic use and for irrigation (leiwater) in the town. The municipality has 78 hours per week to obtain water from the system. The water thus obtained is stored in two 500kl reservoirs and two gravel dams. The dams are primarily used for irrigation water whilst the reservoirs are used for domestic water. The capacity of the storage reservoirs must be increased.

A water treatment facility was constructed two years ago and the capacity of the treatment facilities must again be upgraded. This is not anticipated to be a costly project and can be readily implemented.

Clean water is stored in four reservoirs and another reservoir has been constructed in Smitsville to improve water pressure. The capacity of these reservoirs must be increased.

The capacity of the water provision system must be enhanced to accommodate the present population. This becomes increasingly important to accommodate the future expected population growth of the town and to ensure Barrydale's ability to accommodate the increasing numbers of tourists coming to the town.

The use of boreholes to augment the future provision of water in the area is currently being investigated.

Electricity

Eskom has recently started to install a new 66kV main power supply from Montague to Barrydale. The problems with electricity provision in the area will therefore shortly be resolved.

Storm drainage

The lack of bulk service infrastructure (particularly stormwater) in Barrydale has led to the suspension of subsidized housing projects and seriously affects the Municipality's ability to address other needs within the town.

During 2006 severe damage occurred to the road infrastructure in Barrydale. In order to mitigate the problem funds were obtained from central government and protective measures were implemented at Baines street, van Coller Street, and Tinley Street. Completed in March 2010

There is no stormwater system in Barrydale. This is particularly problematic and leads to regular flooding of houses in the area.

Sewage

The historical part of the town is currently served by conservancy tanks, while Smitsville is served by a waterborne system. The present system is not a complete sewerage treatment plant, and consists mainly of oxidation tanks. The present sewerage treatment works is located too close to the residential areas and it only serves the Smitsville residential area. The present works is also not in a suitable location to serve the entire town and therefore will have to be relocated. The capacity of the treatment works will also be expanded significantly in order to ensure sufficient capacity to serve the entire town.

The Municipality has already embarked on the planning to reposition the treatment works. A suitable site still has to be located and a full Environmental Impact Assessment must be undertaken as part of the process.

Roads & pavements

In terms of the IDP the community has prioritised the upgrading and tarring of a number of roads within residential areas within the town of Barrydale.

Housing

There is sufficient land available for the development of low density housing. This same land can also be utilised for infill housing of low/medium densities. Tourist accommodation and various other tourist related facilities should be focussed on.

- The residential erven represent 89% of the total registered erven (1140) of the town.
- The majority of the residential erven in Barrydale are in the medium density category (47%) with an average of between 251 and 500 m². It is interesting to note that the older part of the town is characterised by large erven of approximately 2700m², whilst the erf sizes of the erven of the new extension of the town range between 250m² and 600m².
- There is a total of 132 vacant residential erven in Barrydale. Many erven in the old part of the town, and especially erven along the river, are being used for agricultural purposes (and was therefore classified as vacant from a residential point of view). Due to its proximity to the river, many of these erven will not be developable as residential erven.
- There is a great shortage of subsidised housing in the area. Many people live in backyard shacks.

According to the Spatial Development Framework report of 2006, - Sufficient land had been identified to address the immediate need for subsidy housing. 150 Erven were being developed and sufficient land had been identified for a further 150 erven. These further erven could however only be developed once further capacity have been created for sewerage and water. Given the projected growth, approximately 2.4 ha would have to be identified to address the future subsidised housing need.

In 2008 the Swellendam municipality already had a waiting list of nearly 170 families for Barrydale, qualifying for low-cost houses.

Stormsvlei

Water

No Municipal water storage or purification is provided in the area. Residents have to provide their own water storage or water sources.

Housing

The housing of farm workers has emerged as an issue in the area of Stormsvlei during the spatial budget of 2006. It was raised as a serious issue which deserves to be addressed.

Malagas

Water

Some residential properties have access to water supplied by the water authority (Overberg Water Board). Most properties have to supply their own water. Water is mainly derived from rainwater collection, ground water or pumping water from the river.

Sewage

Sewerage is mainly dealt with via in-situ conservancy and septic tanks. The Swellendam Municipality provides a suction service in severe cases of overloading. Concern has been expressed that this system could have a severe negative impact on the water quality in the Breede River.

Housing

The main issue forthcoming from the public scoping exercise of 2006 was the need for housing in this area specifically for the accommodation of some informal shack dwellers as well as farm workers in the area. No land has been identified in this regard and this issue requires attention.

- The residential erven represent 90% of the total registered erven (410) of the town.
- All the residential erven in Malagas are in the low density category (100%) with and are larger than 1000 m².
- There is a total of 90 vacant residential erven in Malagas, which represents 24% of the total residential erven in the town.
- A small informal settlement exists in the area, mostly accommodating farm workers from surrounding farms.

In 2008 the Swellendam Municipality had a waiting list of nearly 23 families for Malagas, qualifying for low-cost houses.

Infanta

Water

All residential units have to provide their own water storage on site and water is mainly derived from ground water or rainwater collection. There is a concern about further boreholes and the impact they may have on future ground water supplies.

Sewage

Sewerage is mainly dealt with via in-situ conservancy and septic tanks. There is great risk of contamination of ground water in this area. Swellendam Municipality provides sewage service.

Roads & pavements

In terms of the IDP the community has prioritised the upgrading and tarring of a number of roads within residential areas. The tarring of the Main Road between the N2 and Infanta is a hotly debated matter and the community is not in agreement about this issue.

Housing

- The residential erven represent 100% of the total registered erven of the own.
- The majority of the residential erven in Infanta are in the low density category (74%) with an average of between 500 and 1000m².

The spatial budget of 2006 has identified no need for further community facilities.

Suurbraak

Water

Water is obtained from a river in a cliff north-east of Suurbraak. This water is piped to the treatment facility. The pipe runs through the Buffeljags River and from there water is pumped to the treatment plant.

The current treatment plant has recently been upgraded and has a current capacity of 32kl per hour. The treated water is then pumped to five small reservoirs which have a total capacity of 250kl.

Raw water is not currently stored and it is foreseen that a reservoir for this purpose will be required in future. The current treatment capacity is sufficient for current and future demand. The capacity for treatment is sufficient for a population up to 7600 people.

However the reservoirs for treated water are already insufficient and new reservoirs will therefore have to be constructed.

No water is available on the erven north of Buffeljags River, and the few residents there obtain water from the river or from rain water storage tanks.

Rietkuil, an area where small farmers have been established, is supplied with water by the Overberg Water Board.

Electricity

The current 11kV medium voltage system is insufficient to provide for the needs of this community. Eskom will have to upgrade the bulk supply.

Many erven in Suurbraak, and specifically those north of the river, do not have a distribution system to provide them with electricity. This can only be done with a capital outlay of at least R 3 million. Most of Suurbraak's overload distribution system (11kV/400V) run through the middle of plots which is a serious problem.

Storm drainage

Untarred roads do not have a stormwater system installed and regular flooding of houses occur in the area.

The lack of bulk service infrastructure (particularly stormwater) in Suurbraak has led to the suspension of subsidized housing projects and seriously affects the Municipality's ability to address other needs within the town.

Sewage

Nearly all dwellings on the South side of the river have waterborne sewerage (680 houses). At present all sewerage gravitates towards a pump station on the north north western edge of the town, from where it is pumped to the sewerage treatment plant which is located on the western edge of the town. The two pumps which are presently being used require significant maintenance and are regarded to be a limiting factor in the capacity of the system.

The present treatment plant does not produce effluent which is sufficiently purified to discharge into a river system. The capacity of the present system is also not sufficient to provide for an increase in the population. Several alternatives are currently being investigated to effect the upgrading of the present facilities. The study in this regard has also recommended moving the treatment plant to adjacent to the pump station. This will greatly reduce risks of contamination in the event of a power failure, as well as reducing costs. The location still has to be finalised through the required Environmental Impact Assessment processes.

The erven north of the river have no access to sewerage treatment and has to make use of conservancy tanks.

Roads & pavements

During 2006 severe damage occurred to the road infrastructure in Suurbraak. Remedial measures were implemented in Manho Street river crossing. This was completed in March 2010

In terms of the IDP the community has prioritised the upgrading and tarring of a number of roads within residential areas within the town of Suurbraak.

Housing

The residential erven represent 96% of the total registered erven (890) of the town.

- The majority of the residential erven in Suurbraak are in the very low density category (59%) with an average of bigger than 1000 m². This can be attributed to the availability of adequate land during township establishment as well as the predominant rural character of the town.
- There is a total of 329 vacant residential erven in Suurbraak, which represents 38% of the total residential erven in the town. Many of these erven are found on the north side of the river, where there is no access to services. These erven are in private ownership. Some vacant erven are also scattered throughout the residential areas of Suurbraak, and are owned by people who have long since moved away from the area. These erven are however not available to be purchased by the residents who are in need of housing.

According to the Spatial Development Framework Report of 2006, sufficient land (300 erven) had been identified to address the immediate need for subsidy housing. These further erven could however only be developed once further bulk capacity have been created for sewerage and water. Given the projected growth, approximately 1.7 ha would have to be identified to address the future subsidised housing need.

Buffelsjags River

Water

An open concrete irrigation channel from the Buffeljags River dam supplies raw water to the village. The water is purified adjacent to the village and stored in reservoirs. The current water supply and treatment is not sufficient to accommodate the existing residents and the water quality is regarded by residents to be extremely poor. The Municipality has undertaken a study in 2005 to determine the most appropriate measures to be implemented to improve the water quality and supply to the village.

Storm drainage

There is a significant problem in the area with stormwater during the winter period. No stormwater system was installed and houses were constructed lower than the roads. Significant flooding of houses therefore occurs and houses are generally damp throughout winter.

Sewage

All houses in the village have waterborne sewerage. The capacity of the sewerage works in the area is sufficient to serve 400 houses. The existing plant consists of four oxidation tanks. The location of the existing treatment plant is limiting the extension possibilities of the settlement. A new position must therefore be investigated.

Roads & pavements

In terms of the IDP the community has prioritised the upgrading and tarring of a number of roads within residential areas within the town of Buffeljags River.

Housing

The residential erven represent 79% of the total registered erven (280) of the settlement. The Municipality is in the process of subdividing and registering erven for other ancillary land uses.

- The majority of the residential erven in Buffeljags River are in the high density category (43%) with an average of smaller than 250 m².
- There are only 2 vacant residential erven in Buffeljags River.
- There is a great shortage of subsidised housing in the area. Many people live in backyard shacks.

According to the Spatial Development Framework Report of 2006, sufficient land (360 erven) had currently been identified to address the immediate need for subsidy housing. 60 erven would immediately be constructed. The remaining 300 erven could only be constructed once the sewerage treatment plant has been relocated.

In 2008 the Swellendam Municipality already had a waiting list of nearly 245 families for Buffeljagsrivier, qualifying for low-cost houses.

3.10. Summary of assessment of Services

The assessment of the services infrastructure of the Swellendam Municipality highlighted a number of issues which need to be addressed in the drafting of a Spatial Development Framework for the area and integrated with the IDP. The most critical issues are considered to be the following:

All the major towns have good access to raw water. The capacity of water purification and storage dams has to be increased to accommodate long term growth. This has financial implications for the municipality. Should the various aspects not be upgraded, it will have significant impact on the future growth potential of the towns.

In Swellendam, Barrydale as well as Suurbraak, it has been proposed to move the present sewerage treatment plants to alternative locations, for various logistical and technical reasons. Moving sewerage treatment plants will have a significant spatial impact on the future growth of the towns:

Firstly, in moving the treatment plants, more capacity will be created. Until then however, growth in the towns will be limited.

Secondly, expansion and development in the vicinity of the new proposed location will be limited, especially in the 500m radius surrounding the proposed sites.

Thirdly, development opportunities may present themselves in those locations where existing treatment plants will be closed. Because of the significant spatial impact the location of a treatment facility would have, it is therefore recommended that the new locations be finalised through environmental impact assessment processes before the Spatial Development Framework and IDP are finalised, in order to ensure that the final locations are incorporated into the proposals developed in the SDF and IDP.

The availability of land for housing development is summarized in the table below:

Table 7: Land available for Housing

Area	LAND AVAILABILITY (to address housing need)	
	Public	Private
Swellendam	Sufficient	±650 vacant erven
Barrydale	Not sufficient	Sufficient land
Suurbraak	Not sufficient	Sufficient land
Infanta	Not sufficient	Sufficient land
Rural	Not sufficient	Sufficient land

A formal landfill site that will meet the necessary legislated requirements is required for the Malagas / Infanta region as the current facilities are not up to standard and sustainable.

The current stormwater systems, or lack thereof as well as lack of maintenance, is considered problematic in various areas of the Swellendam municipal area. Substantial upgrading is required as urban development intensifies, but manpower and funding constrains once again affect this process.

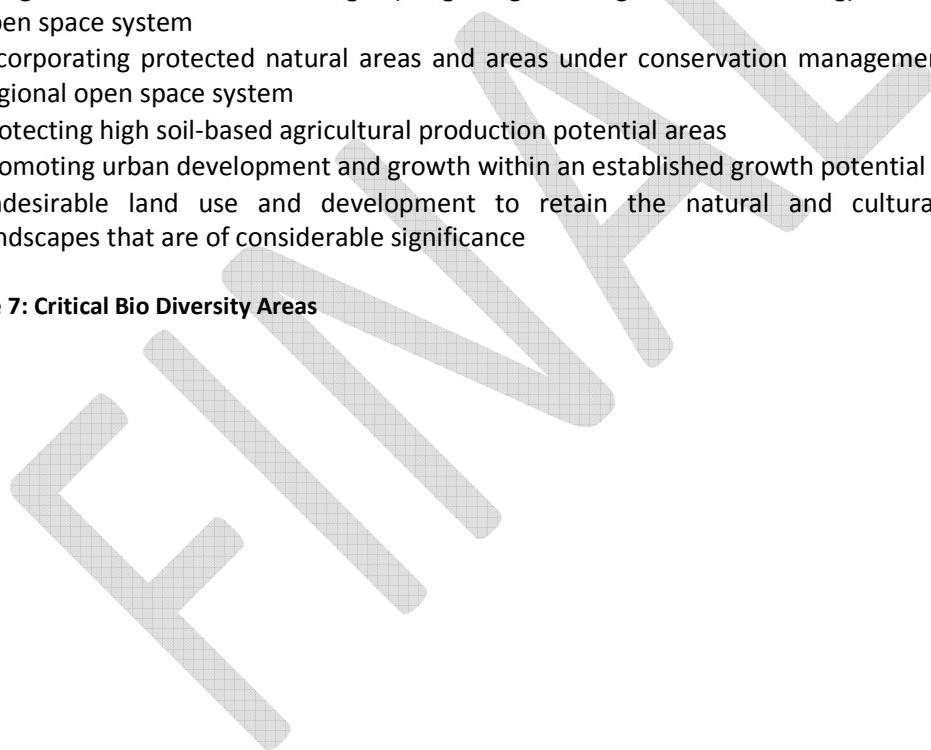
An upgrade programme has to be designed to ensure all critical roads are prioritised and then upgraded.

3.11. Environmental Status

The following aspects are listed in the 2009 Swellendam Spatial Development Framework and are of the utmost importance for future planning actions throughout the entire greater Swellendam area:-

- Protection of areas of high irreplaceable value in terms of meeting targets for biodiversity conservation, areas important for the maintenance of ecological and evolutionary processes, areas critical to the provision of ecological services and special habitats
- Integration of the river systems (Klippe, Buffeljags, Huis, Koornlands, Breede) and coast line (Infanta) as ecological corridors into the regional open space system
- Integration of the mountain ranges (Langeberg, Potberg, Warmwatersberg) into the regional open space system
- Incorporating protected natural areas and areas under conservation management into the regional open space system
- Protecting high soil-based agricultural production potential areas
- Promoting urban development and growth within an established growth potential hierarchy
- undesirable land use and development to retain the natural and cultural/historical landscapes that are of considerable significance

Figure 7: Critical Bio Diversity Areas



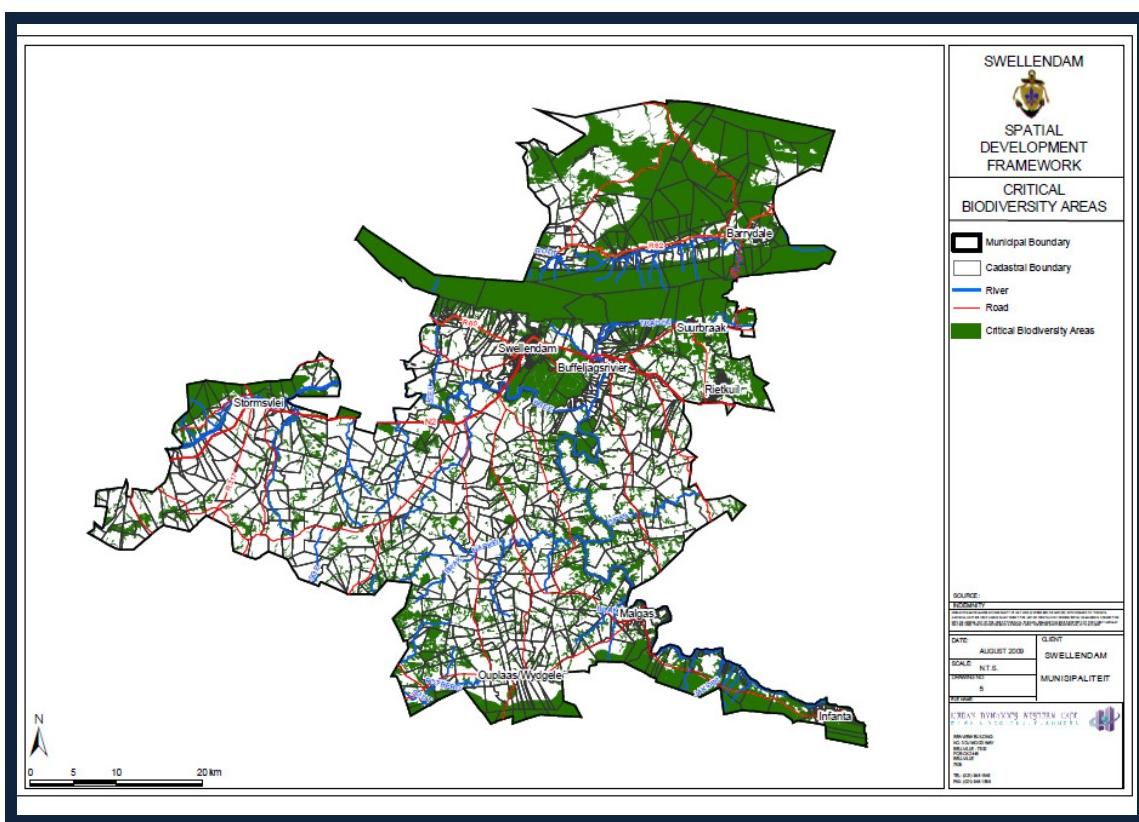
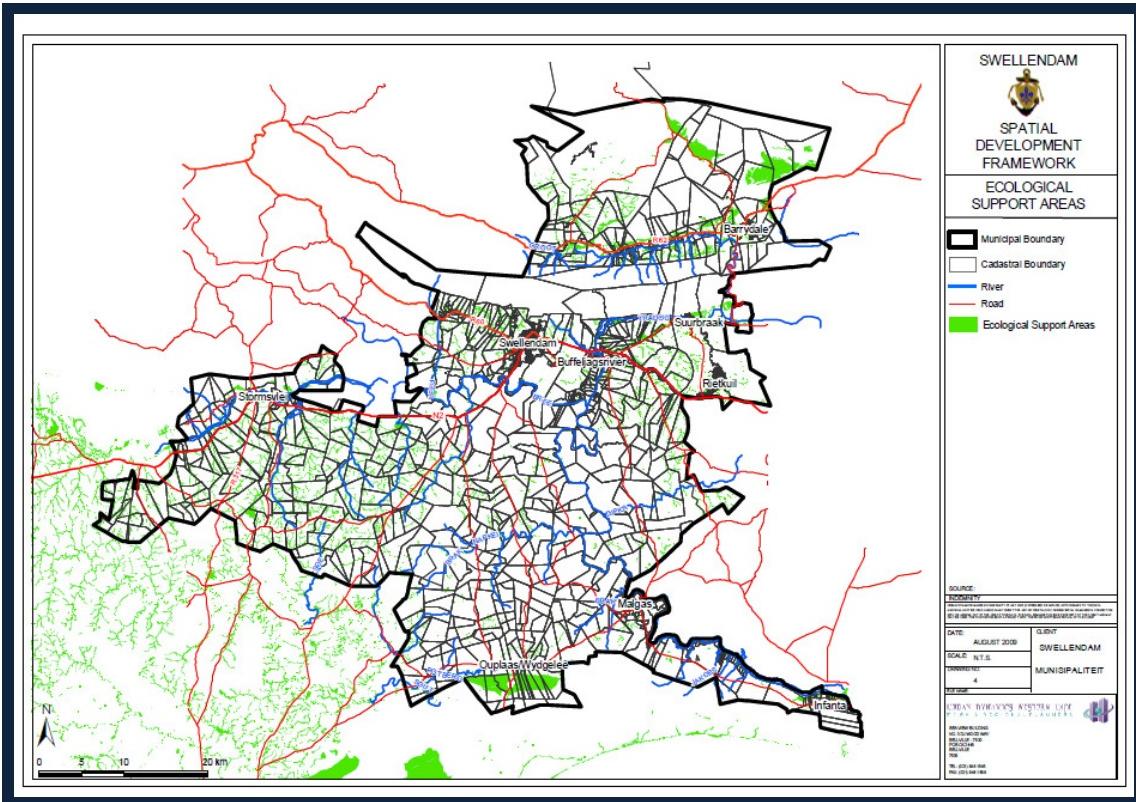


Figure 8: Ecological Support Areas



Environment

A key aspect of any economy and the development thereof is the state in which the environment is found and the manner in which the environment is protected and utilised. Unfortunately, the State of the Environment Report indicated that the Western Cape and Northern Cape is likely to be affected by the global warming phenomenon, which is closely linked with climate change. Consequently, it is crucial for each District and Municipality to start identifying coping measures for potential changes to the environment. This important aspect will receive urgent attention in the coming IDP cycle.

Pollution

Pollution can take many forms, and all of these forms of pollution have a negative impact on the environment. Within the Overberg, several general trends with regard to air quality/pollution can be noted:

- increased industrial emissions;
- increased application of pesticides;
- increased greenhouse gas emissions; and
- increased particulate emissions from the increasing incidence of crop burning.

Unfortunately, a low priority has been given to cleaner, renewable energy sources. Renewable energy reduces atmospheric emissions that occur with the use of carbon based fuels (such as coal). The impact of air pollution has several aspects, one of which is an increase in lung and other respiratory diseases. Increases in these types of diseases will place greater stresses on the healthcare system. Domestic energy usage (via energy sources such as electricity, paraffin, wood, petrol and diesel) can also be a cause of pollution. It is expected that pollution would be highest in highly dense, low-income areas with a high concentration of informal settlements.

Global Warming

The area is sensitive to climate change and global warming. Some of the most important activities in the area, such as agriculture, wine and deciduous fruit production, tourism and forestry, are dependent on the current state of the environment. Since climate change will impact on soil quality, several of the industries above could fall into decline. Furthermore, the area is blessed with rich natural and cultural resources and is home to amazing coastal landscapes. However, the biomes (Cape Floristic Kingdom and Succulent Karoo) that are found in this area are sensitive to climate change.

Since biodiversity is a key attraction for tourist to the area, changes in temperature may negatively affect the region. Considering the minimum and maximum temperatures for selected areas in the region, it appears as if the most recent temperatures are mostly in line with the long term temperature trends. However, for Barrydale, the minimum temperature for 2007 was 1, 5 degrees lower than the long-term minimum temperature.

4. THE SDF AS CORE COMPONENT OF THE IDP

4.1 Introduction

To ensure sustainable growth and development in the greater Swellendam, it is vital that all strategic planning processes are aligned and fully integrated, so that development does not take place in an *ad hoc* or fragmented manner. The SDF should not be interpreted as a blueprint aimed at managing physical development, but rather as a framework giving strategic guidance in respect of the location and nature of anticipated future development in the greater Swellendam. Desired patterns of land use are indicated, although room still exists for interpretation and further refinement. The SDF is development orientated to allow for growth and changing circumstances and to promote investor confidence.

The SDF is aligned with and does not conflict with other development strategies nationally, provincially and regionally.

The Swellendam Spatial Development Framework (SDF), which was approved in June 2009 by Council, is one of the sectoral components of the IDP. In terms of the Municipal Systems Act, 2000 (Act No 32 of 2000), the purpose of the SDF is to provide general direction and to guide decision making on an ongoing basis, aiming at the creation of integrated, sustainable and habitable regions, cities, towns and residential areas. Included in the Swellendam SDF are:

- A spatial analysis of the broader Municipal area (trends and issues);
- Localised spatial development principles; and
- Maps that indicate the spatial objectives, strategies and proposals which are sufficiently specific to broadly inform land use management and investment decisions.

The Spatial Development Framework (SDF) has the following direct advantages for the Swellendam Municipal area:

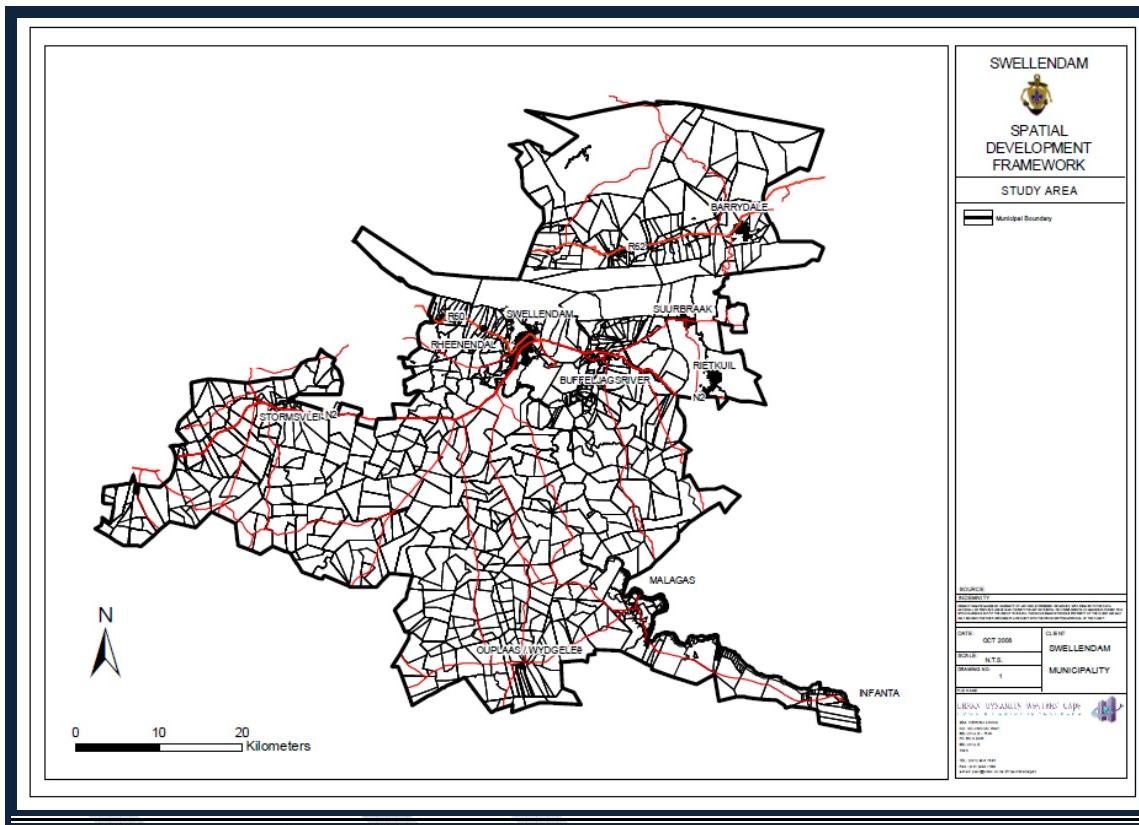
- It ensures the identification of a common spatial vision and a set of objectives focused on a desired orderly spatial development pattern for the area;
- It informs a broad land use management policy, which can be referred to and used to objectively assess the desirability of all future development applications;

- It exists to identify and prioritise capital and management projects that will be used by the Municipality to inform the annual budgetary allocations in terms of the IDP.

The Swellendam SDF includes and reflects the:

- assessment of priority areas for biodiversity conservation, and / or threatened ecosystems, informed by systematic biodiversity planning outputs [inter alia CAPE, STEP, SKEP and the Cape Lowlands (Renosterveld) Project];
- bio-physical sensitivity analysis / assessment of the area in question;
- objectives that reflect the desired spatial form of the area;
- desired patterns of land use within the municipality;
- localised spatial development principles including specific strategic guidelines for spatial restructuring, spatial integration, land uses to be encouraged and land uses to be limited;
- special development areas for targeted management to redress past imbalances and restore
- equitable access to resources;
- directions of growth;
- major movement routes;
- the urban edge;
- basic guidelines for a land use management system;
- priorities in terms of public sector development and investment; and
- areas where strategic intervention is required.

Figure 9: SDF Study Area



4.2 Objective of SDF

The main objective of the SDF is to create a spatially based policy framework whereby changes, needs and growth in the Municipality can be managed positively to the benefit of all. The plans contained in the SDF focus on how land is to be used efficiently and sustainable within the broader context of protecting its natural resources, historic value and developing the tourist potential of the Municipality. In doing so, the SDF makes policy, land use and development planning proposals for specific land portions to assist decision-making with regard to spatially related development matters for the next 5 to 10 years.

4.3 The Planning Process

In order to ensure an effective implementation of the planning process, the process was designed to ensure that the product (policies / plans) are:

- focused on strategic issues;
- action orientated;
- integrated with other aspects of administration and environmental management;
- capable of implementation;
- reflects the needs and opinions of stakeholders;
- upholds the interests of the community as a whole.
- Integrated and consistent with IDP;
- focused on strategic issues;
- action orientated;
- integrated with other aspects of administration and environmental management;
- capable of implementation;
- reflects the needs and opinions of stakeholders

The process was structured within a framework of scoping meetings undertaken in conjunction with representatives of IDP Forums of each local town. These meetings highlighted problems and issues relating to the study area that in turn enabled the planners and specialists to formulate policies and strategies. The scoping meetings and other consultative meetings held therefore formed a critical component in the formulation of an understanding of the development perspective (Volume I) of the study area.

4.4 Context and Analysis

The Spatial Development Framework (SDF) is a sectoral plan of the Swellendam Integrated Development Plan (IDP). A comprehensive public participation process was followed to determine issues and concerns during the annual IDP review process. Against this background, the IDP was used as the basis of the public participation process for the Swellendam SDF. The public participation process was structured towards the scoping of issues and concerns. Recorded public meetings and workshops were held within each town.

Issues identified were categorised as follows which also informed the proposals.

Human Development Profile

- basic needs
- social services and community facilities
- population growth
- community aspirations

Land Use Development Profile

- conservation of natural areas
- residential needs
- CBD development
- cultural – historic conservation
- infrastructure development
- economic development
- tourism development
- agricultural development

4.5 Policy Formulation and Proposals

4.5.1 Vision

The most important challenge facing the Swellendam area is to ensure that the local community and its officials have a realistic vision of the future and a strategy which will ensure a pragmatic approach to future opportunities and challenges.

In recognition of this, the point of departure of the policy formulation process has been to review what problems and issues relate to the study area. On the basis of the analysis and through an appraisal of the identified issues and opportunities, a vision, goals and objectives were articulated and used to underpin the formulation of **a policy framework, policy proposals** and **action programmes / implementation priorities** which would ultimately inform the decision-making process.

The vision for Swellendam SDF is based on the vision of the Swellendam IDP and is as follows:

Vision: Shared Prosperity through Co-operative Participation

4.6 Bioregional Planning Model

The study was further informed by the concept of Bioregional Planning. Bioregional planning is an internationally recognised planning concept aimed at achieving sustainable development. Bioregional planning refers to land use planning and management that promotes sustainable development by recognising the relationship between, and giving practical effect to, environmental integrity, human well-being and economic efficiency within a defined geographic space. In practical terms, bioregional planning refers to the matching of human settlement and land use pattern with the parameters of ecological systems, and the planning design and development of the human made environment within these parameters in a manner that ensures environmental sustainability.

In essence, sustainable development can only be achieved through maintaining bio-diversity. The key to ensuring the preservation of bio-diversity is the maintenance of environmental integrity. Maintaining environmental integrity in the planning process therefore becomes one of

the primary determinants of land-use planning. In terms of World Conservation Strategy, sustainable development is considered to be a set of tools and strategies which respond to five broad requirements, namely:

- integration of conservation with development;
- satisfaction of basic human needs;
- achievement of equity and justice;
- provision of social self-determination and cultural diversity; and
- Maintenance of ecological integrity.

4.7 Land use Policies and Guidelines

Development Pattern Policy (Urban Nodes and Settlements)

- development consists of two main categories, namely urban nodes and agricultural or rural settlements;
- urban nodes are located in the northern section of the municipal area, with Swellendam and Buffeljagsrivier on the N2 and Barrydale and Suurbraak linked by the R324;
- agricultural/rural settlements (low intensity nodal settlements) are located throughout the area (e.g. Malagas, Infanta, Stormsvlei, Rheenendal, Rietkuil and Ouplaas/Wydgeleë).

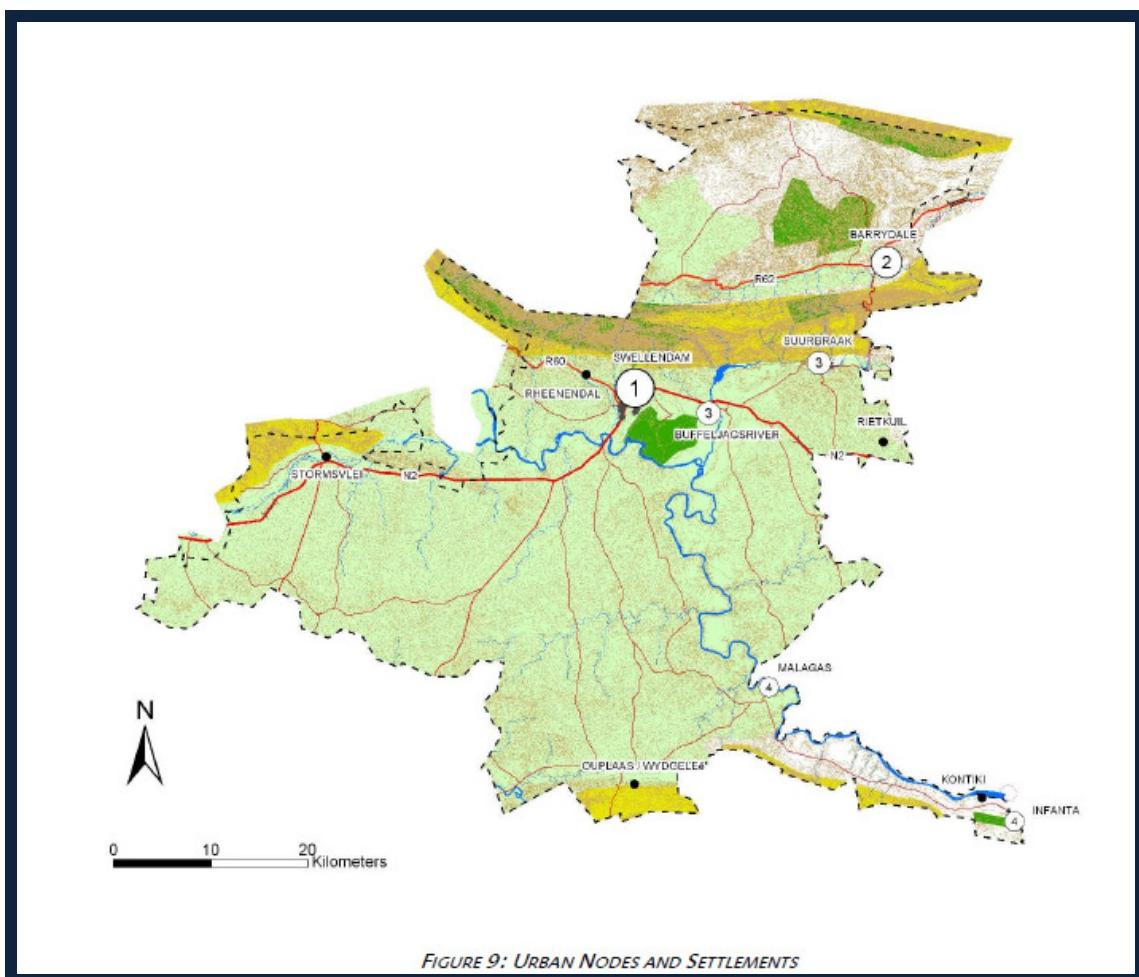
4.8 Key Spatial Policy Concerns/Issues: Summary

- promotion of a sub-regional development pattern, which ensures a sustainable development pattern which promotes the comparative growth potential of the urban nodes within a well-defined hierarchy;
- create supply side opportunities for economic growth in Swellendam as an investment destination with the maximum possible return on capital invested.
- retain the character and role of agricultural settlements while improving the sustainability of their impact on the environment (i.e. water, waste sewerage management, etc); and

- recognise the need for limited development in areas outside core urban and agricultural settlements.

4.8.1 Development Pattern Policy (Urban Nodes and Settlements)

Figure 10: Development Pattern Policy



Key spatial policy proposals and guidelines: Summary

Nodal and settlement development pattern

- The existing pattern of development should be maintained and the establishment of new nodes or settlements should not be permitted.

- Retain the rural hinterland as homogeneous agricultural areas and untransformed natural areas through the concentration of development within the existing nodes and settlements.
- To improve the level of sustainability of nodes and settlements, development should be guided to locate within nodes and settlements where a comparative advantage for a specific land use already exists and which complements the function of the node or settlement.
- Where the need has been identified for development in rural areas for purposes of accommodating agri-villages, agri-holdings, agri-industries, agri-estates, resorts, tourism facilities, public facilities (e.g. health care, school), or any other non-agricultural uses, these should be concentrated within existing rural settlements.
- Non-agricultural land uses or agricultural land uses that are not soil-based which can be accommodated on smaller properties, or for which their location within any existing node or settlement is regarded as undesirable, should be directed to designated Rural Settlements.
- Special land use management guidelines and regulations should be compiled for Rural Settlements to protect the environment, rural character and agricultural development potential.
- As a general principle, encourage the development of rural settlements that already exist.
- The identification of designated Rural Settlements should be informed by the criteria of land use intensity, accessibility and ownership.

Table 8: Settlement Functions

Settlement	Main Function	Comparative location advantage
Swellendam	Administrative Centre/Tourism Industrial Centre	Government offices. Local authority decision making centre. National, provincial and regional tourism destination. Historic precinct.
Barrydale	Agriculture/Tourism	Country town character. Natural setting, tourism.
Suurbraak and Buffelsjags River	Agriculture/Tourism/ Rural Settlement/Agricultural industries(Buffeljagsrivier)	Historic precinct. Agricultural activities. Country town character. Natural setting.
Malagas and Infanta, Rietkuil, Rheeendal, Stormsvlei, Ouplaas/Wydgeleë	Rural Settlement	Rural (hide-away) character. Natural setting. Coastal/River setting.

4.8.2 Urban Land Use Policy

Key spatial policy proposals and guidelines: Summary

- ***Urban Growth Management Policy***
 - Contain development within urban edge; promote densification.
- ***Housing Policy***
 - Address housing backlog in public housing category.

- Balance the shortage of subsidised housing with the need to protect the rural/village character of urban areas and to promote sustainable urban development
 - ***Community Facilities Policy***
- Multiple usages of community facilities should be encouraged.
- Improve accessibility to community facilities for the communities they serve.
 - ***Business and Economic Development Policy***
- Business related uses should be confined to core urban areas and secondary/lower order nodes.
- Economic development should be addressed within a holistic spatial context; namely the functional role that a particular node fulfils.
- To address spatial imbalances, neighbourhood nodes should be identified.
 - ***Industrial Development Policy***
- Promote industrial development primarily in Swellendam where access to the N2, rail and established industrial area exist.
 - ***Strategies***
- Compile a land release programme / land audit for addressing the housing backlog in 5 years.
- Compile a LED strategy for each urban node.

4.8.3 Rural Land Use Policy

Key spatial policy proposals and guidelines: Summary

- ***Rural Residential***
- Create a new land use category; rural residential. Restrict to low agricultural potential areas.
- Proposed erven sizes: minimum size: 3 000 m² and maximum size: 5 ha; Promote agri-related land uses.

- ***Tourism related land uses policy***
 - Distinction is created between agri-tourism (added income for farming) and Eco-tourism (resource based).
 - Agri-tourism should be supported; subdivision not to be supported.
 - Eco-tourism to be supported for Resort I purposes in unique natural environments.
- ***Agri-Industries policy***
 - Primary product or resource must be an agricultural product.
- ***Mining policy***
 - Guidelines to avoid mining in certain areas.
- ***Sense of place and (heritage) impact assessment policy***
 - Visual impact assessments should be conducted in areas of cultural/heritage significance.
- ***Strategies***
 - Heritage resource study to determine state of cultural / historic environment and to categorise heritage assets.

4.8.4 Agriculture Land Use Policy

Key spatial policy proposals and guidelines: Summary

- ***Prime and unique agricultural soils***
 - Retain high production potential areas exclusively for agricultural purposes and promote agricultural development
- ***Agri-holdings***
 - Only to be supported on land that will contribute to sustainable use of agricultural resources.
 - Agri-holdings, whether for commercial purposes or according to the Land Reform Programme, are to be developed for bona fide agricultural purposes.

- Retain the cadastral unit of the farming unit and establish a legal entity.
 - ***Subdivision of agricultural land***
- Subdivision only permitted on basis of proof that sustainable units are created.
 - ***Land Care and Area Wide Conservation Planning***
- Implement Land Care Planning at a scale of 1:10 000 mapping, where competition for natural resources is of primary importance
 - ***Emerging Farmers: Land Reform Implementation Strategy***
- Accommodate emerging farmers within the overall spatial development framework
 - ***Strategies***
- Implement the area planning approach (“Land Care” and “Area Wide Planning”) as a locally driven strategy in rural areas to promote sustainable utilisation of natural resources and the general well-being of communities.

4.9 Planning Proposals and Strategies: Local Level

The format of the proposals for each town consists of the following:

(i) **Spatial Development Principles**

Areas have been identified where development can be encouraged and areas where development should be promoted and restricted.

(ii) **Urban Growth Management**

An urban edge has been delineated for each town indicating the extent of urban development for 5-10 years (until 2018).

(iii) **Spatial Development Strategies**

Spatial development strategies for each urban area address the need for:

- **equity in land use distribution;** improving access to facilities with the focus on previously disadvantaged communities

- **spatial integration**; addressing spatial distortions primarily as a result of the legacies of planning policies of the previous government
- **encouragement/restriction of land use development**; indications are provided of where development should be directed (densification) to or discouraged to ensure a safe and healthy environment.

(iv) Land Use Proposals

This section address the land use needs of each urban area including:

- **housing**; areas are identified for housing development to address the housing backlog in the subsidised housing category and also projected housing needs in the medium and low density category
- **community services**; locations are identified for the provision of community facilities
- **conservation**; environmentally sensitive "bio-diversity hot-spots" are identified and areas that require formal conservation status
- **agriculture**; locations are identified for the establishment of small scale farming within commonage property
- **industrial**; locations are identified for the expansion of industrial activity
- **central business district**; the central business district area for each urban area is identified to encourage development of business development within these nodes
- **civil services and infrastructure**; shortcomings and the location of bulk service infrastructure investments are identified for sewerage, solid waste removal, water, road network/public transport, cemeteries and electricity requirements.
- **Urban densification** proposals for both the existing urban areas and future urban extensions.

4.10 Implementation

4.10.1 Implications for existing structure plans

The existing Structure Plans affected by the proposals according to Volume II of the SDF, are:

- Lower Breede River Sub-regional structure plan (January 1990).
- Lower Breede River Sub-Regional Spatial Development Framework (August 2002).
- Swellendam Municipality: Integrated Development Framework and Spatial Plan (February 2000).
- Swellendam Municipality Spatial Development Framework (Volume 1, 2 and 3) (2002).
- Infanta and Environs Local Spatial Development Framework (August 2005).
- Development Framework: Policy for the Breede River between Malagas and Swellendam: For discussion purposes (April 1996).
- Breede River Estuary Management Plan (March 2008)

Where existing policy documents are inconsistent with the SDF, the proposals of this SDF shall apply. The intention being that the existing 4(6) approved structure plans will ultimately be withdrawn by the premier of the Western Cape and replaced by this Spatial Development Framework (SDF) on its approval as a 4(6) Structure Plan in terms of the Land Use Planning Ordinance 1985 (15 of 1985).

4.10.2 Sustainable Development

The ethos underpinning sustainable development implies that a number of key principles were followed in the compilation of the SDF, namely:

- the community should have equitable access to resources and opportunities;
- planning policy should ensure sustainable use and development of the natural, built and cultural resources of the Swellendam Municipal Area;
- the planning process should ensure that all interested and affected parties have the opportunity to participate;

- planning should continuously adapt to changing social, economic and environmental circumstances;
- the role and place of the Swellendam Municipal Area within the broader regional, social, economic, environmental and political context must be recognised and steps taken to work constructively within these processes;
- the plan must promote diversity and growth, within the context of achieving social, environmental and economic well being in the area;
- planning should be seen to provide creative solutions to the issues identified; and
- the plan must be supported by the commitment of the responsible local authority and link proposals to an implementation strategy.

4.10.3 Project Implementation

The municipal spatial development strategies, together with the implementation table provided for each urban node, will be used to guide the integration and prioritisation of projects forthcoming from the SDF. All project proposals have been listed, in an order of priority.

5. ANALYTICAL UPDATE AND INDICATORS

5.1 Hierarchy of Developmental Nodes

It is stated in the Municipality's Spatial Development Framework that development should be guided by an overarching hierarchical spatial development pattern of nodes and settlements. The overarching growth management model must be based on an economic hierarchy of economic potential of settlements being clearly defined based on empirical determined growth potentials, the principles of comparative advantage and the prerequisite of achieving sustainable development. In terms of Swellendam Municipality's Spatial Development Framework the objective of the spatial management concept is to, within a well-defined land use management framework, direct growth and development to areas with the highest potential and physical capacity to accommodate long term sustainable growth.

The hierarchy of nodes in Swellendam, as set out in the SDF, is as follows:

Table 9: Hierarchy of Nodes

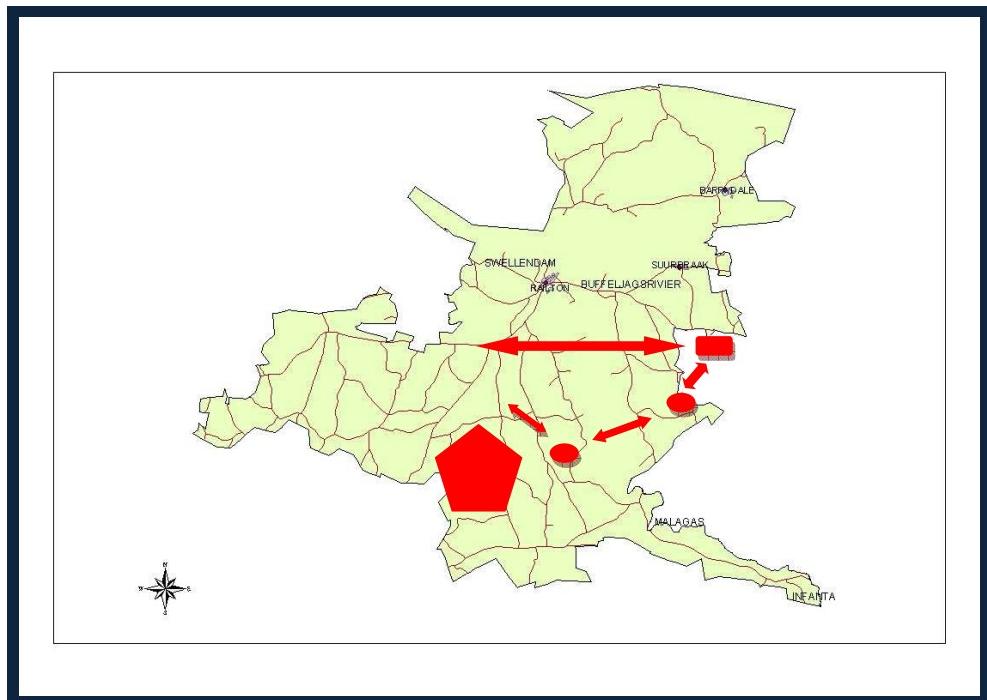
Settlement	Hierarchy	Order
Swellendam	Regional Node	1 st
Barrydale	Local Node	2 nd
Suurbraak, Buffelsjags River	Rural Node	3 rd
Malagas, Infanta	Rural settlement	4 th

5.2 Overview of Towns – Developmental Potential

The 2012 - 2017 IDP contains an extensive socio-economic analysis. In the absence of regular official national censuses being conducted it is almost impossible to update any of the given figures. However, in keeping with the comments and suggestions of the Provincial IDP Assessment Committee, some further analytical interpretation can be added and specific indicators for further integrated development planning highlighted.

Greater Swellendam Development Perspectives

Figure 11: Development Perspectives



5.2.1 Swellendam

Swellendam is the highest order town within the Swellendam Municipal area and fulfils all the higher order administrative and economic functions within the municipality. The town is several orders of magnitude greater than the second largest town (Barrydale,) which indicates that the continued development of Swellendam is critical to the sustainability of the Municipality and the area's economy as a whole. In this regard, it is important that adequate provision is made in future land use planning for the supply side expansion of the commercial, residential and industrial components of Swellendam town. Swellendam's physical growth is limited to some degree by the surrounding topographical features, these being the hills and mountain towards the north, which includes the Marloth Nature Reserve, as well as the Klippe River towards the west of the town. The Koornlands River which dissects the town from east to west also places further spatial limitations on development within Swellendam. The challenge will be to retain Swellendam's unique character and its attractiveness by balancing the need for urban growth with the conservation of the area's biophysical setting and its colonial era cultural heritage assets.

Analysis of opportunities and constraints

Opportunities:

- A relatively well developed central business area and local economy;
- Considerable historical and heritage resources;
- An abundance of natural and scenic resources;
- Excellent accessibility to the broader region via the N2;
- Agricultural resources
- Well located vacant land, which exists within the Swellendam town.

Constraints:

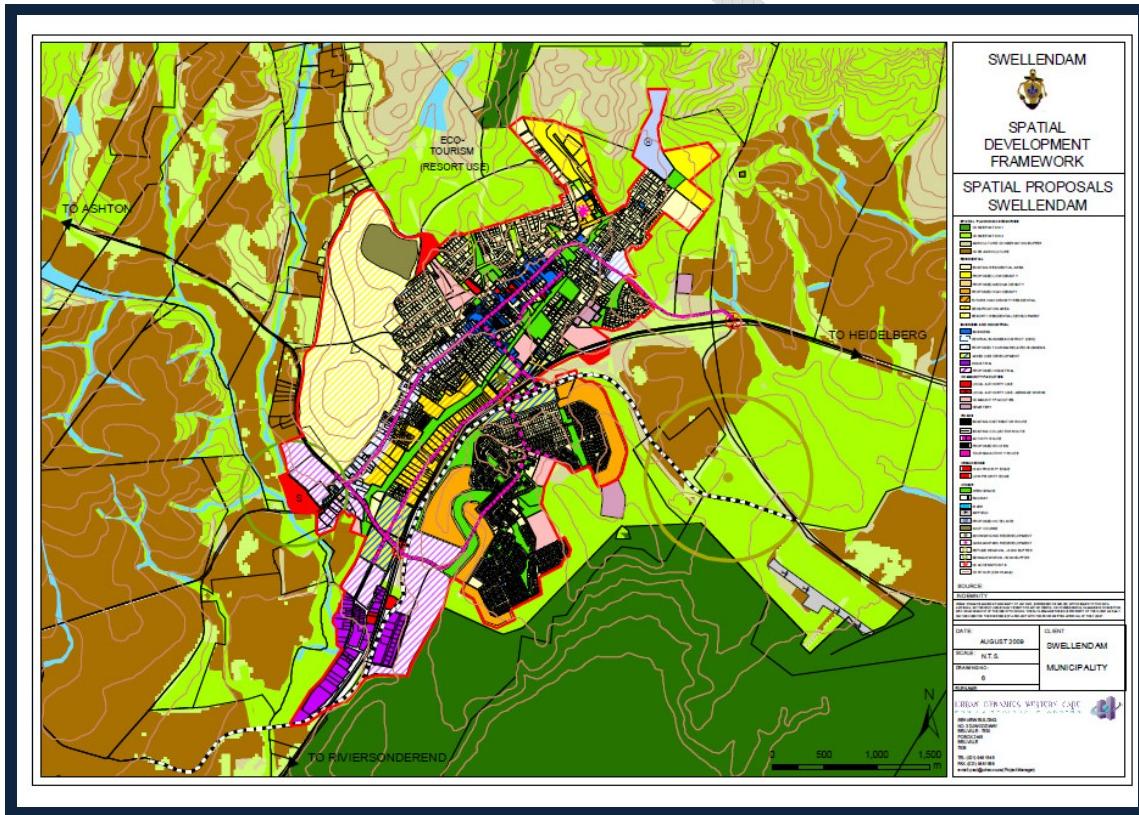
- The town's lack of social and economic integration resulting from the historic "apartheid" spatial structure of the town;
- The N2 creates a barrier / division between Swellendam town central and the Railton residential area, effectively constraining the integration of the communities;
- The topography and river corridors surrounding Swellendam town limits development opportunities;
- The existing industrial area along the N2 has a negative visual impact on the N2 tourism route, which will have to be mitigated and improved; and
- Sensitive natural vegetation surrounding certain parts of Swellendam town limits opportunities for the further sustainable extension of urban development.
- Bulk Services which are outdated and inadequate

Spatial Integration: Swellendam's spatial structure is dominated by expansive growth along the river, and a distinct division between the original town of Swellendam and Railton, which houses previously disadvantaged community. This division is furthermore exacerbated by the National Road (N2) which separates these two segments of the town. In order to achieve spatial integration, and address the imbalances of the past, plans are underway for a "development/activity corridor" as well as a GAP Housing project as a start to integrate Swellendam and Railton. Upgrading of Cooper Street, which links the two areas, is also well underway.

Principally, the priority is to extend Railton towards the west, and facilitate access to economic opportunities and the Swellendam CBD to residents of Railton. This will necessitate the promotion of an activity corridor between Railton, and the historic Swellendam CBD, via the existing N2 underpass and thereby linking the Swellendam CBD and the Railton business precinct. Extension and consolidation of the existing industrial area will provide additional job opportunities to the Railton community. Significant densification opportunities exist north of the N2, along Cooper Street, providing an opportunity to create integrated communities, catering for a wide range of income groups.

Spatial Proposals: Swellendam

Figure 12: Spatial Proposals



Housing: The Municipality has set in place a comprehensive implementation programme for low cost housing: 393 erven are currently in the process of being completed and 71 new low cost houses were completed in 2010. Land availability for housing is however a problem and was identified as such by Council as a priority for intervention (see Municipal Turnaround Strategy later in this document).

Residential Erven: The relatively small number of vacant erven available in the middle and low density categories illustrate a dire shortage of other housing options in Swellendam, especially for middle income families. In an attempt to start addressing this concern the process for a GAP Housing development has been instituted.

Business growth in Swellendam is focused on two main aspects, namely:

- stimulating growth which would strengthen and promote the current business in the main street (CBD): For example the proposed shopping centre development in the CBD which is in construction phase); and
- growth which would capture the passing trade on the N2 as well as promoting integration between segregated communities: For example the business development which includes a filling station, light industry, etc adjacent to the N2 which is in pre-construction phase).

Industrial development is an important driver of economic development, and suitably located land must be identified/obtained in this regard (land availability being an issue as previously mentioned) Industrial land (small/micro industries) was made available in Railton which will go some way in meeting the demands in this regard.

Community facilities: There is a need for the following community facilities:

- Primary School: Council made land available to the Department of Education for a primary school and construction should begin soon
- Sports fields: Taken up in IDP Projects/Budget
- Cemetery: Identified as priority by Council – negotiations with Department of Public Works to obtain land as part of Council's Turnaround Strategy.

Bulk service Infrastructure: Great challenges are being experienced with old/inadequate infrastructure and most especially with regard to sewerage and water treatment. The current situation regarding the afore-mentioned is as follows:

- Phase 1 of the extension/upgrading of the sewerage purification plant is completed. Further work will be done as and when funds are available – this was identified as a priority by Council and forms part of the Municipal Turnaround Strategy (MTAS).
- Bulk Water Treatment Facility: Completed the Master Planning and made provision for 15% of the expenditure needed. In- house capacity will be used for designs (forms part of MTAS).

5.2.1.1 Swellendam Development Potential

Economic Growth and Development: Positive Elements

The following aspects are seen as positive elements for the development potential for the town and surrounding areas:

- A distinct historic character – opening the door for special niche market tourism development. The historic character will be preserved and protected as provided for in the SDF.
- A moderate Mediterranean climate – ideal for retirement purposes, for luring tourists over a longer period of the year and for diverse agricultural activities
- A rich natural environment – again opening the door for broader and niche market tourism development. Attention is given to special planning in the SDF to maintain and protect this environment

The physical setting of Swellendam on the N2 halfway between Cape Town and George and also on the inter-link with the N1 via Ashton/Worcester or Montagu/ Touwsrivier offers development potential as a regional and inter-regional business centre. This fact can also contribute to the eventual integration of Swellendam and Railton along the N2 axis (N2 business corridor).

Other aspects that will enhance and create opportunities for development in Swellendam, as depicted in the Growth Potential of Towns in the Western Cape, 2004, are:-

- Infrastructure and institutional services (rank 15)
- Commercial services (rank 18)
- Natural resources (rank 21)

Even though the above-mentioned study ranks infrastructure and institutional services favorably, it should be stressed that with regard to municipal infrastructure there are already severe pressure on sanitation and water treatment facilities in Swellendam. Upgrading (sewer) is in process and the budget will reflect this need. External funds are also being sourced.

An element that can either impact positively or negatively on future development in Swellendam is the status of “Leader Town” that the Growth Potential study attached to Swellendam and which was clearly not achieved because of the town’s overall ranking, but rather based on the sentiment that the vast rural stretch between Hermanus and George should not be excluded from development priorities.

That is most probably the reason why no provincial and national government investment have been forthcoming up to now. As there is no indication that the status of leader town will produce any advantages for Swellendam or Greater Swellendam the Municipality has started to plan its own future. An economic recovery plan and several other remedies are already in place.

The investment climate in Swellendam remains fairly good, but can start to slow down should industrial land not be made available as a matter of urgency. This can also impel existing businesses to take their business elsewhere. The acquisition of land was prioritized by Council and is contained in the MTAS.

There is a growing demand for property, resulting in strong upward pressure on real estate prices. Other positive factors in this regard are:-

- Some big developments had already taken place and others are underway, estate agents still brand Swellendam “a buyer’s market” and there is a growing waiting list for both low cost and GAP housing. This indicates that the future of the building industry remains bright
- The economic potential of municipal properties can be utilized to generate capital for investment in municipal infrastructure
- Swellendam still offers opportunity for subdivision of land, increased urban density and spatial integration
- The founding of the Swellendam Tourism Association, the service level agreement that has been reached and the funding made available by the Municipality will contribute to the better organization, coordination and management of the tourism industry and the development and marketing of tourism products
- The Municipality acted as facilitator for negotiations between ESCOM and interest groups in the area and an application have been made for an increased level of electricity provision. The application has been approved for Swellendam, for Barrydale and all the paper work has been completed and only the physical upgrading of the lines and network remain outstanding, whilst in Suurbraak ESCOM did a study on the upgrading needed. Needs in this regard is reflected in the needs as identified per Ward/Department later in this document.

5.2.1.2 Elements Impacting Negatively on Economic Growth

Although the physical position of Swellendam can on the one hand be positive, it can also contribute to the fact that the town misses the opportunity of developing into a business centre of scale as it is situated too close to other already established and fast growing centres such as George and Worcester.

The deficits referred to in the potential study, carry extensive weight as shown in the town’s ranking amongst 131 other Western Cape towns and will hamper development. These are:-

- Regional vitality (rank 57) referring to aspects such as the growth of the total district population and the economically active district population, growth of the skilled district workforce, growth of the industrial workforce in the district and the growth of the GGP in the district
- Market potential (rank 62) referring to aspects such as the size of the local population, the size of the local personal income, household income potential index, population density and access to primary metropolitan markets
- Human resources change (rank 74 for one of the most important conditions for development) referring to the change in the size and quality of the labour force
- Transportation and communication infrastructure (rank 75) referring to aspects such as the availability of and access to transport infrastructure and the availability of communication infrastructure
- Economic sectors (rank 84) referring to diversity of economic activities, the strength of primary and secondary economic sectors and the size of the local economy

Other factors that impact negatively on growth and development in Swellendam are:-

- A severe shortage of land
- Old and inadequate infrastructure, especially with regard to sewerage- and water treatment
- Increasing unemployment levels, with the agricultural sector shedding jobs and fast losing its position as traditional main source of employment
- Poor connectivity between towns, with an almost non-existent taxi industry and no public transport system available to commuters.
- The railway line that is not utilized to its full potential and not at all for passenger travel. The municipality is currently negotiating with Transnet about utilizing the old station building and the railway line
- Ever increasing levels of substance abuse contributes to the fact that in some cases the availability of a work force has already started to decrease
- Organizations assisting SMME development (e.g. Red Door, SEDA, etc.) do not have offices in Swellendam, thus making access for local entrepreneurs difficult. Negotiations about the opening of a permanent Red Door facility is underway between the Municipality and the provincial authority
- Manufacturing connected to agriculture is almost non-existent

5.2.1.3 Developmental Focus Areas

Table 10 below depicts the developmental focus areas that were carried forward from the Second Generation IDP:

Table 10: Development Focus Areas: Swellendam

FOCUS AREA	ATTENTION NEEDED	NOTE
Infrastructure	<ul style="list-style-type: none"> • Creation of additional service capacity and upgrading of existing capacity with regard to water, sewage and electricity to accommodate future growth and demand • Continuous liaison with ESCOM and intensified own efforts to ensure electricity supply at all times • Ongoing attention to the areas remaining without storm water infrastructure. Several of the problems are now being addressed through the development of flood control measures 	<ul style="list-style-type: none"> • In process to upgrade the water and waste water treatment works in Swellendam. • Ongoing. The Barrydale and Suurbraak NMD has to be increased • Ongoing. There are still areas without basic storm water drainage
Acquisition of land	<ul style="list-style-type: none"> • Land will have to obtain from the WCPG for amongst others housing development and the establishment of cemeteries. 	<ul style="list-style-type: none"> • The WCPG visited the area and a formal request in this regard was also submitted. No answer has as yet been received from the WCPG

5.2.2 Barrydale

Barrydale is the second-largest town within the Swellendam Municipality, but has limited economic development potential due to its relatively remote location. The town does however play an important role in the tourism of the region, due to its location on the R62 tourist route. The sustainable growth of this resource will however require co-ordinate planning and co-operation between all the role-players. The social and economic integration of the Barrydale and Smitsville communities is regarded as a priority and will have to be carefully addressed on an ongoing basis. The challenge forward, is to provide for an integrated, sustainable urban settlement, which respects the existing historical and social development patterns and the biophysical constraints of the area, in order to promote the town as an attractive tourist destination.

Analysis of Opportunities and Constraints

Opportunities

- Well developed tourism business corridor;
- Historical and heritage resources;
- Exposure to the R62 tourism route;
- Rural character of the town; and
- Appropriate densification opportunities exist within Barrydale for residential development.

Constraints

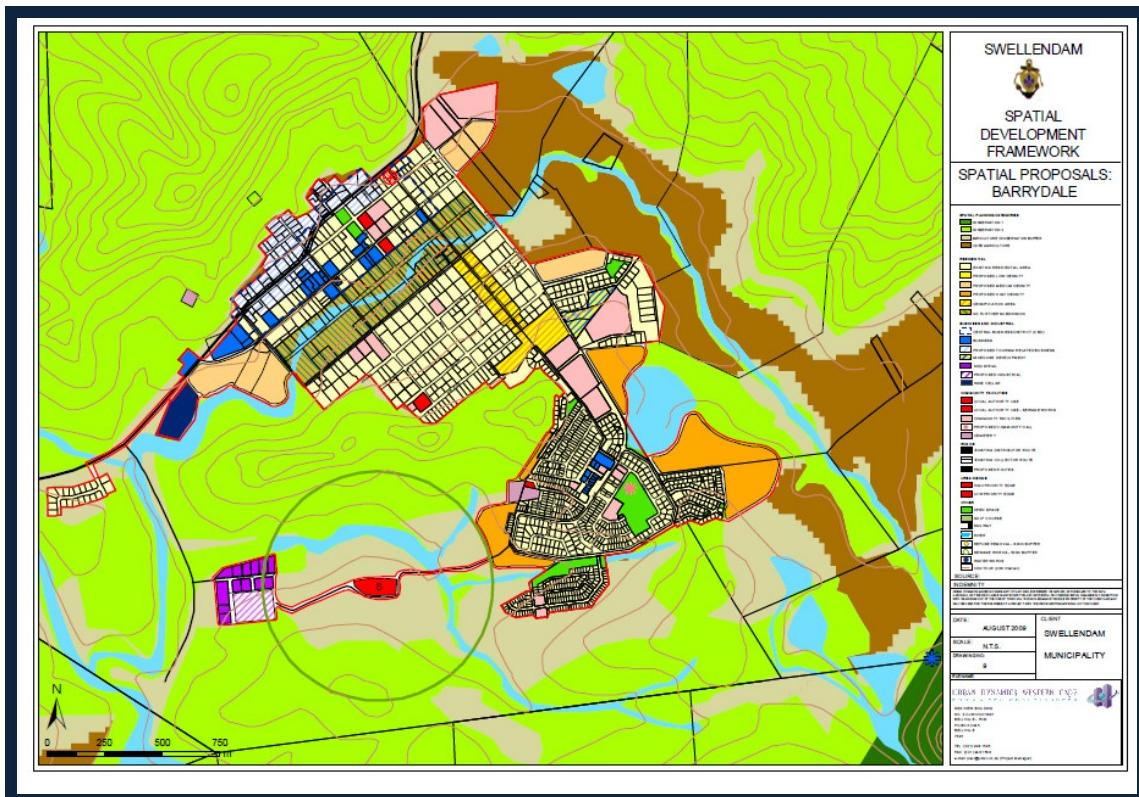
- The topography and river corridor limits development opportunities; and
- Barrydale and Smitsville are separated by topographical features which limit integration.
- The relatively under-developed state of the bulk infrastructure, specifically capacity of the sewerage treatment works and bulk water provision capacity.

Local Spatial Development Principles includes:

- the provision of employment opportunities through the allocation of space for appropriate commercial and service industrial activities: For example land was made available/sub dived in Smitsville for this purpose;

- the promotion of Barrydale as a tourist destination: The Swellendam Tourism Organisation which was established recently is actively promoting tourism for the whole municipal area.

Figure 13: Spatial Proposals Barrydale



Local Growth Management Strategy: The strategy is to encourage appropriate densification without compromising the rural character of the town. The further extension of the town will be largely dependent on addressing the substantial infrastructure capacity limitations facing Barrydale.

Existing Spatial Structure: The existing spatial structure of Barrydale is characterised by the effective spatial segregation of the Smitsville residential area from Barrydale proper. This divisive spatial structure must be redressed in a meaningful way if social and economic integration of the two communities is to be achieved. Due to the topographical constraints, opportunities for effective integration are limited.

Community Facilities: The Barrydale area has an adequate number of community facilities. However

there is a need to upgrade certain community facilities in Smitsville and this need is reflected in the Ward Projects/Budget.

Housing: The current housing backlog in Barrydale is 146 units. Approximately 4 ha will be required to address the housing need. Extension areas have been identified for this purpose which will be developed at a minimum gross density of 35 units/ha. The future housing need is approximately 136 units, which will require 4ha of land, developed at 35 units/ha to accommodate the need for the next 10 years. These further erven can however only be developed once further capacity have been created for sewerage and water.

Medium density residential expansion is proposed in the SDF towards the eastern side of Barrydale. Redevelopment of the existing underutilised caravan park near the western entrance to Barrydale, as well as the adjacent portion of land are proposed and will be further investigate once flood levels have been determined.

Location and Accessibility: The detailed planning of the tourism/CBD area should make adequate provision for commercial and tourism uses and the moving of the Barrydale Tourism Office into the town proper (old Municipal Offices) is currently being investigated. No business uses should be allowed to develop outside the demarcated CBD boundary to protect residential areas from business infiltration and to promote agglomeration of business uses. Business growth can only occur, if the market for goods is increased. Barrydale's businesses have naturally focused around the R62 (tourist route) to capture the passing tourist trade. The challenge will now be to draw tourists into the town itself as a destination and in this way to grow the local economy.

Light Industrial & Agricultural related industries: A suitable location for small scale light industrial uses and agricultural related industrial uses will be investigated. A portion of land have already also been identified and sub-dived for purpose of business/light industry.

Service Infrastructure: The provision and maintenance of service infrastructure is critical to the wellbeing

Of the town: On a bulk service infrastructure level it is of great importance that the relocation of the sewerage purification plant is prioritised and completed as soon as possible. Planning has been completed in this regard and funds are being sourced. Storm water and the tarring of roads appear to be a consistent priority within the entire community and this is being addressed on a continual basis within the parameter of the budget.

5.2.2.1. Economic Growth and Development: Positive Elements

The IDP description of Barrydale is:

- A town which is becoming home to business people who want to relocate from Cape Town and continue their business with the assistance of technology, as well as people coming to retire – this will provide slow but continuous growth in both the population and the local economy
- The unique identity of Barrydale is encapsulated in the arts and wine node of the R62 and offers numerous opportunities for tourism development to flourish with strong support from the agricultural sector

Furthermore the slate industry, although small, is well-known in Barrydale, further a field in towns like Stellenbosch and even as far as in France.

5.2.2.2. Elements Impacting Negatively on Economic Growth

Barrydale is experiencing serious problems with regard to water and sanitation services capacity. A moratorium has been placed on further development until such time that these problems have been addressed. This is obviously hampering current growth and development. Storm water drainage is a problem and is receiving attention within the parameters of the budget.

5.2.2.3. Developmental Focus Areas

Table11 below depicts the developmental focus areas that were carried forward from the Second Generation IDP:

Table 11: Developmental Focus Areas Barrydale

FOCUS AREA	ATTENTION NEEDED	NOTE
Infrastructure	<ul style="list-style-type: none"> • Creation of additional service capacity and upgrading of existing capacity with regard to water and sewerage in order to be able to service the whole town as well as future development • Development of storm water infrastructure and attention to road bridges in the village • Proper maintenance of existing infrastructure 	<ul style="list-style-type: none"> • Started the process to upgrade the WWTW in Barrydale. The Barrydale WTW has been upgraded to run 24 hours per day and has resolved the capacity problem for the medium term. • Partly addressed

5.2.3 Suurbraak

Suurbraak is a picturesque rural town with origins as a historical mission station established by the London Missionary Society in 1812. The development of the town's tourism potential, based on its landscape setting and built heritage assets as well as its potential to accommodate small farmer development should take precedence in terms of promoting local economic growth. The town and the surrounding area is currently subject to a land reform process in terms of the Transformation of Certain Rural Areas Act, 1998 (Act 94 of 1998). This process will determine ownership rights and distribute valuable agricultural land to local residents.

Analysis of Opportunities and Constraints

Opportunities

- Historical mission station and cultural landscape;
- Unique rural character and setting;
- Valuable agricultural resources in terms of fertile land and water availability.

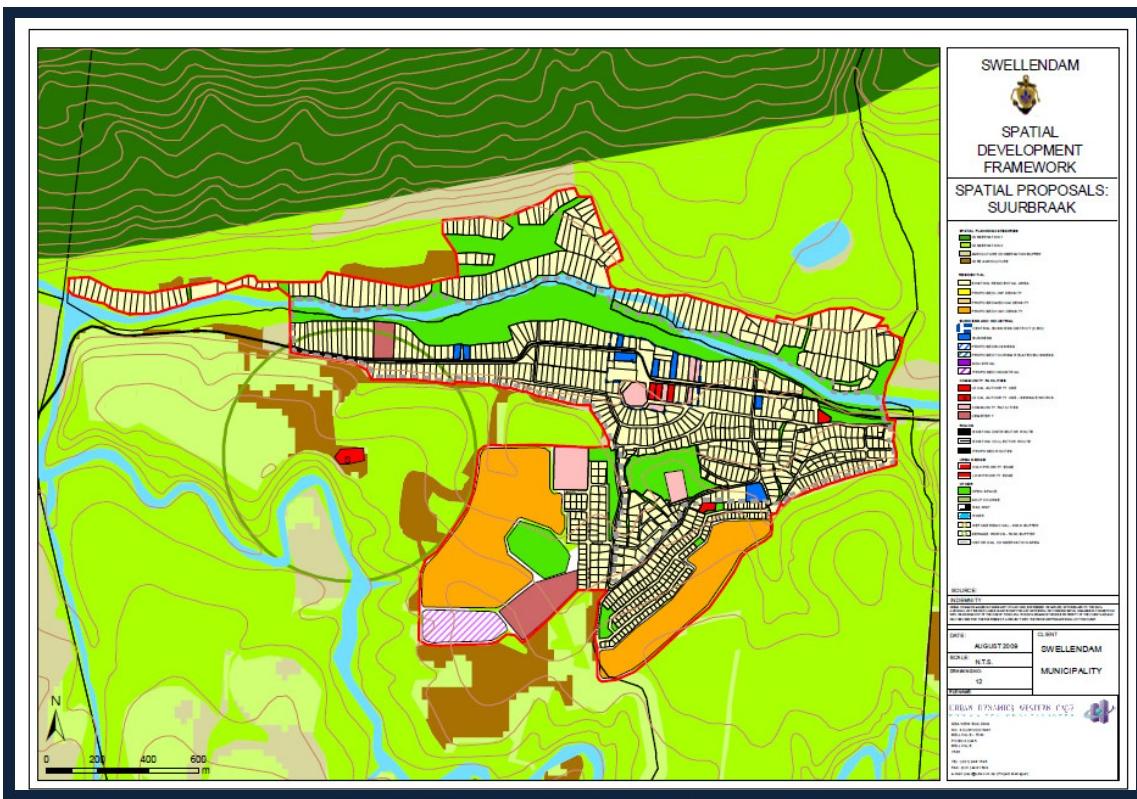
Constraint

- The topography, river corridor and agricultural land surrounding the town limit its potential to grow.

Local Spatial Development Principles: The following will inter alia be promoted:

- conservation of the surrounding natural environment, with specific focus on the Riverine corridor,
- conservation of the cultural heritage assets, with specific focus on the historic mission station and its precinct,
- the provision of employment opportunities through the allocation of space for appropriate commercial and tourism activities,
- emerging farmer development in cooperation with the land transformation process.

Figure 14: Spatial Proposals Suurbraak



The **Growth Management Strategy** for the Suurbraak area for the medium term is to provide for the extension of the town's internal growth on a limited scale and in a manner which does not impact on the rural and historical character of the area. The primary extension area which is towards the south, serves to ensure that there is no visual impact on the historical townscape and settlement pattern. The town is increasingly beginning to fulfill an important tourism role within the municipal area, which should be promoted. Conservation of its unique historical character is thus vital to this role.

Housing Needs: The current housing backlog in Suurbraak is 341 units. Approximately 8 ha will be required to address the existing housing need. Extension areas have been identified for this purpose, towards the south of Suurbraak, which should be developed at densities of at least 35 units/ha in an appropriate and sensitive form. The future housing need is approximately 97 units, which will require 2.8ha of land, developed at 35 units/ha to accommodate the need for the next 10 years.

5.2.3.1 Economic Growth and Development: Positive Elements

The former mission town of Suurbraak also offers some development potential, the most important of which are:-

- The former mission land belonging to the community – where other communities struggle to get land for farming purposes here land is available and should be utilized intensively for various agricultural activities. It is therefore important that the required legal processes under Act 9 should be concluded as soon as possible
- Abundant tourism opportunities – suggesting that although the town at present does not have any official overnight facilities for tourists, development opportunities exist for both day and overnight visits. The possibility of developing and registering Suurbraak as a heritage town will be investigated.

5.2.3.2 Developmental Focus Areas

Table 12 below depicts the developmental focus areas that were carried forward from the Second Generation IDP:

A moratorium has been placed on further development in Suurbraak until the land restitution issue has been finalized. Most of the farmers in the Rietkuil area are too small to spend much on capital investment or to obtain loans to fund new projects. Their plight should also be addressed through land reform actions.

Table 12: Development Focus Area Suurbraak

FOCUS AREA	ATTENTION NEEDED	NOTE
Infrastructure	<ul style="list-style-type: none">• Creation of additional service capacity and upgrading of existing capacity for water, sewerage and electricity• Water supply to Rietkuil is currently managed by DWAF	<ul style="list-style-type: none">• Major maintenance was undertaken at the WTW and additional filters were installed to increase capacity. The works is functional but will need a major revamp in the next ten years. The oxidation ponds were increased and the existing ponds cleaned out and maintenance done.• Suurbraak NMD has to

	<p>and a local community committee. The department wants to hand the management over to the municipality and Council will therefore have to provide for this in future budgets</p>	<p>be increased</p> <ul style="list-style-type: none"> • Council has requested the Minister to include Rietkuil in the Overberg Water distribution area.
Eland	<p>Pressure on the Department of Land Affairs for the urgent completion of the legal process to deal with the ±6 000 hectares of valuable agricultural land surrounding Suurbraak</p>	<p>A meeting was held with the Minister of Agriculture to discuss this issue. The Minister undertook to take the matter further. No feedback has as yet been received</p>
Development of economic sectors	<ul style="list-style-type: none"> • Municipal support to tourism related SMME and agricultural project development • Specific attention to the position of small farmers in Rietkuil area 	<p>• This process is receiving attention and it will be an ongoing project. However, there are certain issues which the Dept of Land Affairs and Agriculture need to address as discussed with the Minister.</p>

5.2.4 Buffelsjags River

Buffeljags River is a dispersed rural settlement on both sides of the N2 corridor, located towards the east of Swellendam town, which comprises an amalgamation of different uses with a relatively high concentration of agri-industries. The scattered location of these uses necessitates a development framework that seeks to; in the short to medium term consolidate development in a clearly defined area in order to limit the negative impact of the dispersal of a range of commercial and industrial uses on this rural area.

Analysis of Opportunities and Constraints

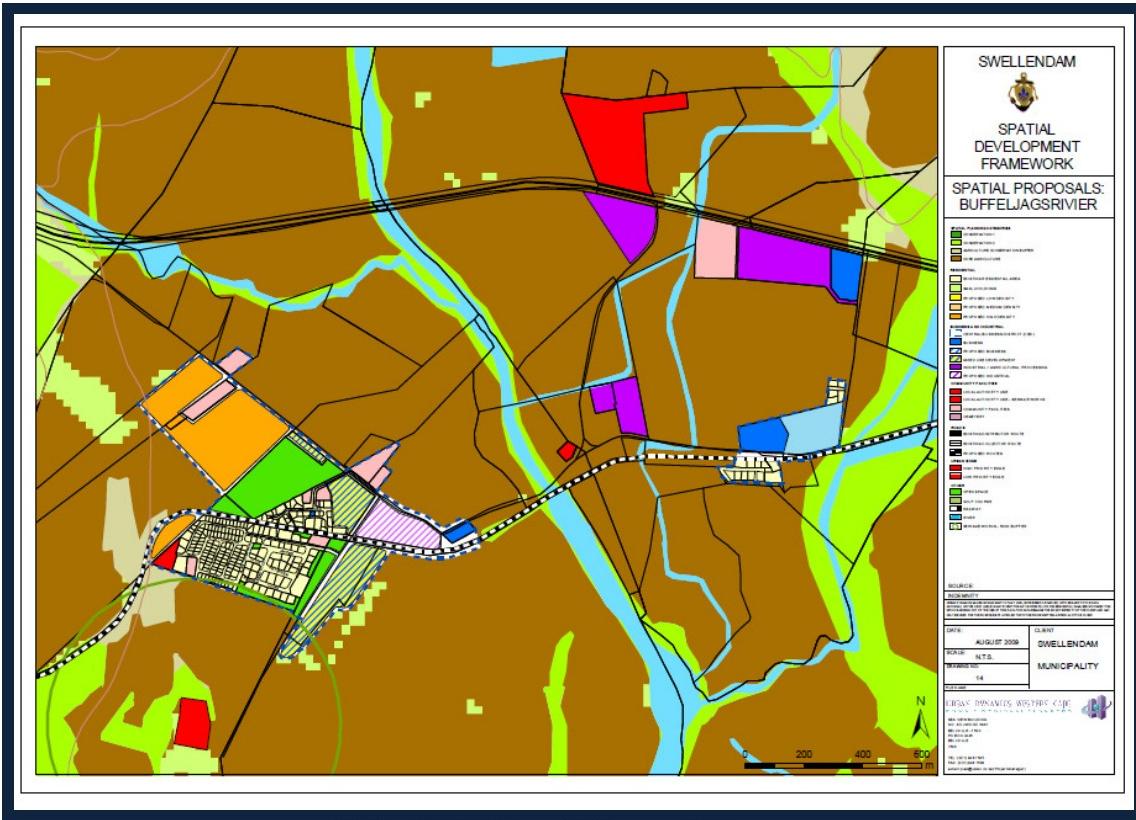
Opportunities

- Existing agri-industrial activities provides job opportunities for the local community;
- Rural character and setting of the settlement;
- Valuable agricultural resources
- Well-located relative to the N2 corridor and Swellendam town.

Constraints

- Dispersed location of the various agri-industrial sites, the topography, river corridor and agricultural resources limit development opportunities;

Figure 15: Spatial Proposals Buffelsjags River



Local Spatial Development Principles: The following are being promoted:

- conservation of the surrounding natural environment,
- conservation of the agricultural character and environment,
- the provision of employment opportunities through the allocation of space for appropriate agri-industrial activities;
- the equitable provision of community facilities;
- the consolidation of development and economic activities in a compact and defined area, thus promoting economies of scale and infrastructure efficiency.

Local Growth Management Strategy: In order to consolidate the dispersed development pattern of Buffeljags, it is critical that all future development and growth. In the short and medium term is accommodated and contained in the residential node to the south of the N2.

Community Facilities: Existing community facilities will be upgraded in accordance with budget allocations (availability of funds). This takes cognisance of the normative principles of equity, accessibility, efficiency, balance and integration. Land is currently in the process of being sourced to erect a Community Hall.

Subsidised Housing Needs: Sufficient land (360 erven) has currently been identified to address the immediate need for subsidy housing. 60 erven will immediately be constructed. The remaining 300 erven can only be constructed once the sewerage treatment plant has been relocated.

The provision and maintenance of **service infrastructure** is critical to the wellbeing of the settlement: On a bulk service infrastructure level it is of great importance that the relocation of the sewerage purification plant is prioritised and completed as soon as possible. The provision of services is critical to addressing the housing shortage.

In terms of local infrastructure, it is important to provide adequate services to underdeveloped. Storm water and the tarring of roads appear to be a consistent priority within the community.

5.2.5 Malagas

Malagas as an historical settlement currently functions as a localised low order service centre to the farming community with a store and a rudimentary garage facility. The village is also an important tourist attraction in terms of the historical "pont" crossing, the Malagas Church, and other historical buildings. The Malagas guesthouse with its river boat hire and other facilities provides a focus for tourists visiting this area. The historical location of Malaga as a river crossing point and settlement within the sub-region although poorly defined currently provides the central focus point to the existing linear residential subdivision pattern.

The main issue forthcoming from the public participation process was the need for housing in this area specifically for the accommodation of some informal shack dwellers as well as farm workers in the area.

Analysis of Opportunities and Constraints

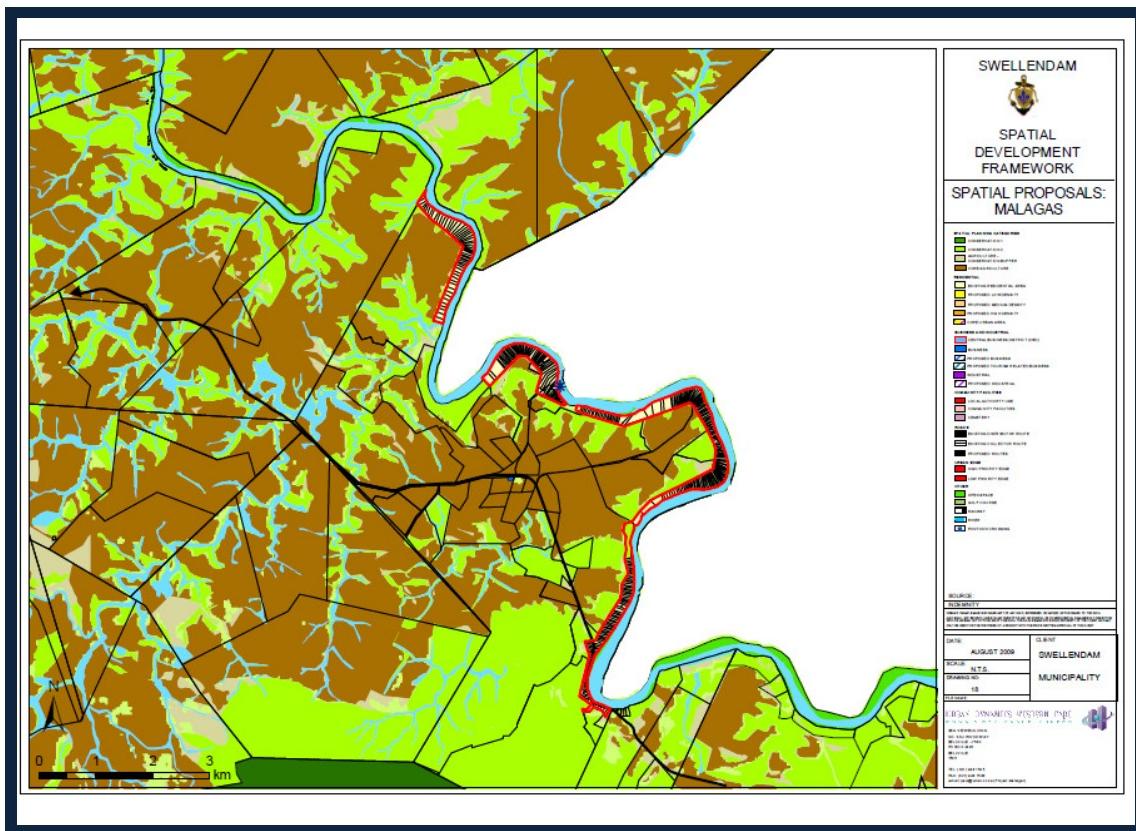
Opportunities

- Tourist attraction of the Malagas Ferry;
- Rural character and amenity setting of the settlement; and
- Access to Breede River for recreational activities.

Constraints

- The topography, river corridor and remote location limit development opportunities.
- Road infrastructure is poorly developed and un-surfaced.
-

Figure 16: Spatial Proposals Malagas



Local Spatial Development Principles: The following will be promoted:

- conservation of the surrounding natural environment,
- provision of employment opportunities by providing opportunity for limited commercial activities **within the identified core area.**

Local Growth Management Strategy: Due to its sensitive location, no further large scale extension areas are indicated for Malagas. The focus of limited future development will be on the core urban area surrounding the river crossing. No subsidised housing development is proposed for this area. The management principles of the recently completed Breede River Estuary Management Plan will be adhered to.

5.2.6 Infanta

The original Infanta Allotment area was surveyed in the early 1920's for the subdivision of a few "4000 and 8000 square feet plots" for the purposes of erecting beach houses for a small number of the prominent families in Swellendam. Further subdivisions in the area occurred in the 1940's to create the settlement of Kontiki along the banks of the river north east of the original settlement of Infanta. It is clear from the available aerial photography that much of growth in the Infanta and environs areas occurred before 1967. The total number of structures has increased to 145 by the year 2000, with growth being focused mainly around Infanta Park (established in the late 1980's as a Resort zoning), with minor infill development taking place in Infanta. The spatial settlement pattern of this area can be described as dislocated with development having taken place in three compact yet separate clusters; Infanta, Kontiki and Infanta Park.

Analysis of Opportunities and Constraints

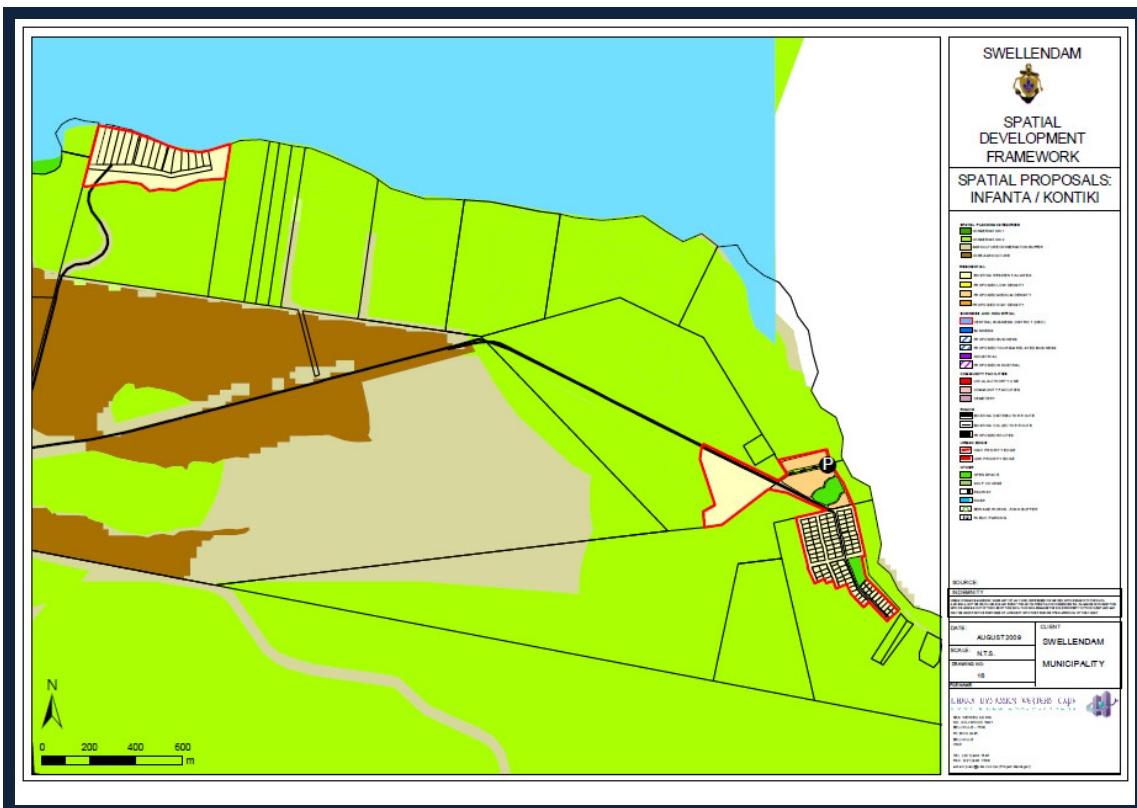
Opportunities

- Holiday town character and access to the ocean and the Breede River estuary.

Constraints

- High energy coastline with limited safe bathing areas.
- Very remote location and sensitive environment which limits development opportunities.
- Very limited infrastructure capacity.

Figure 17: Spatial Proposals Infanta



5.2.7 Lower Order Rural Settlements

5.2.7.1 Stormsvlei is located approximately 25km west of Swellendam, next to the N2 and is located on the former important crossing of the roads between Bredasdorp, Bonnievale, Port Elizabeth and Cape Town.

Currently the settlement consist of the old post office, church, hotel and a few nearby dwellings. The old hotel is currently known as the Stormsvlei Mall and houses a restaurant, dried flower shop and a wine shop for surrounding wine producers. Development of private land around the current settlement is one of the major issues. Managing sensitive development, given the limited resources and the sensitive environment, and the protection of the natural surroundings as well as the unique character of the area is of utmost importance.

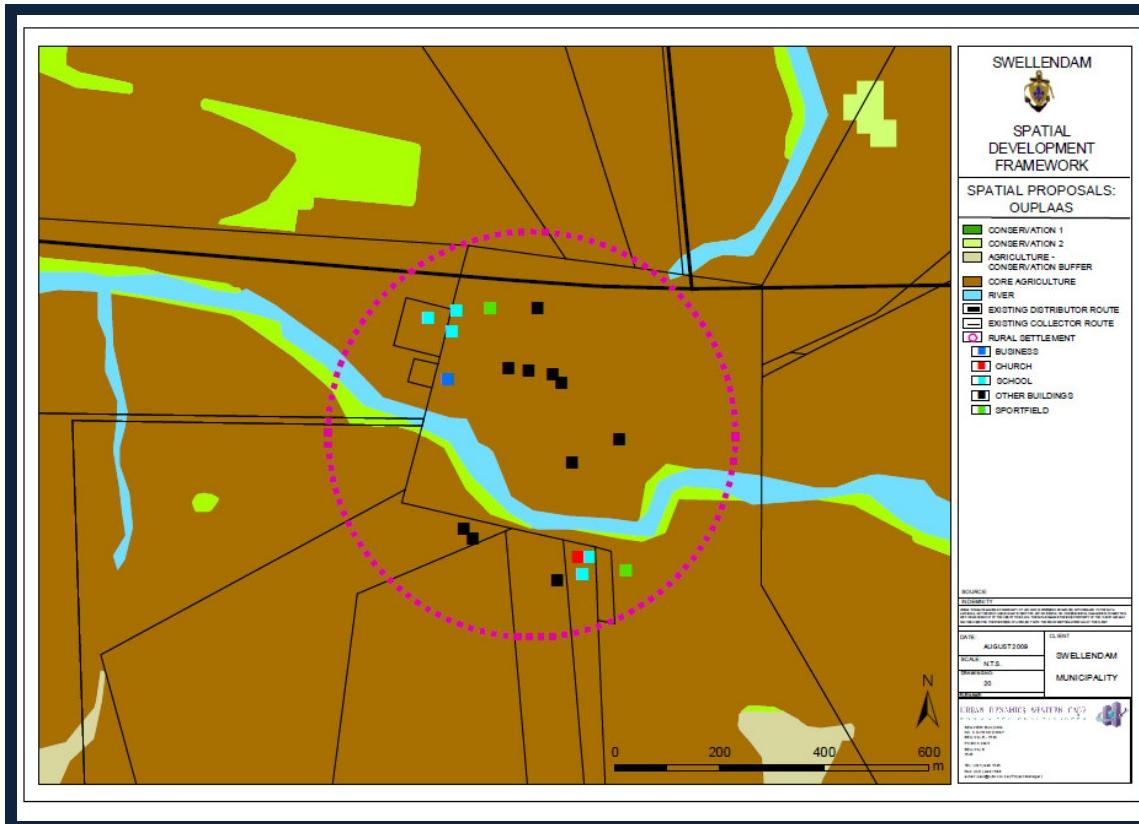
Figure 18: Spatial Proposals Stormsvlei



5.2.7.2 Ouplaas / Wydgeleë

Ouplaas is situated between Bredasdorp and Swellendam, bordering on both the De Hoop Nature Reserve and the Potberg Environmental Centre. The settlement serves the surrounding farming community in which many are also involved in nature conservation and tourism. The settlement consists of two schools, a church, a shop and a number of nearby dwellings. A specific rural edge has not been defined for the settlement, but future development should be placed in close proximity to the existing uses.

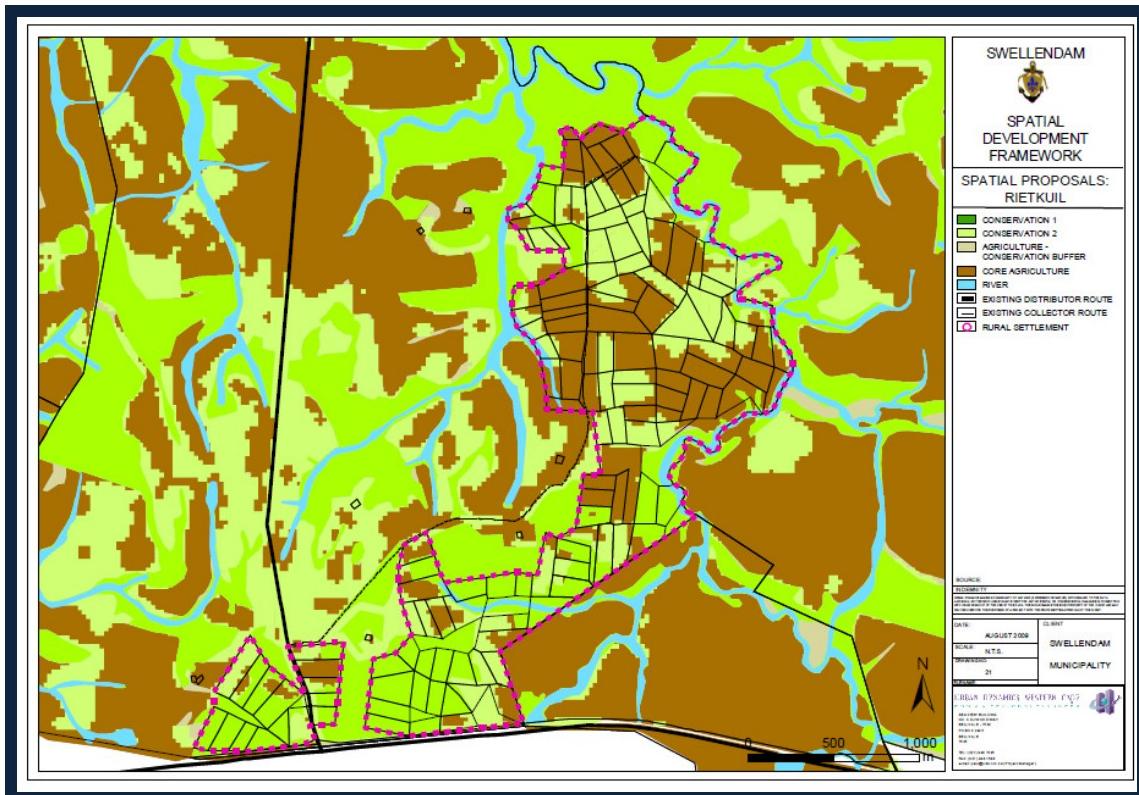
Figure 19: Spatial Proposals Ouplaas/Wydgeleë



5.2.7.3 Rietkuil

Rietkuil is located on the N2, approximately 20km east of Swellendam and 6km directly south of Suurbraak. Rietkuil consists of approximately 150 erven or smallholdings with a typical size ranging between 1,5ha and 3ha. Rietkuil could be considered a suburb of Suurbraak, as the erven originally formed part of the same parent farm. A rural edge has been demarcated for the settlement, which includes the subdivided erven. No further subdivisions should be allowed beyond this edge.

Figure 20: Spatial Proposals Rietkuil



5.2.7.4 Rheeendal

The Rheeendal water-mill does not technically qualify as a settlement, but it is included in this section as it is a well-known historical landmark and restaurant on the R60 Ashton road, located in a rural area. Future development could be considered in the vicinity of the mill, subject to a detailed investigation and management guidelines. The Rheeendal water-mill was planned in 1864 by Frederick Jacobus van Eeden. In the same year it was granted water rights and building commenced in 1870. Parts for the mill had to be brought from Europe and the mill started its water-powered grain-milling operation in 1880. The mill continued to produce flour until 1937. Between 1937 and 1969 the mill served as a sub-station for generating electricity, a home for farm labourers and even a fodder store. In 1969 an earthquake caused structural damage, but most of the original parts survived and can still be seen today. The Rheeendal mill was declared a monument on the 19th of August 1977.

5.2.8.5 Economic Growth and Development: Positive Elements: Malagas, Stormsvlei, Infanta, Buffeljags River and Wydgeleë (Ouplaas)

It should be accepted that although both hamlets offer some tourist attractions Malagas and Stormsvlei will never develop into fully-fledged towns. Stormsvlei is slightly better off than Malagas, where the lack of a tarred road hampers any significant economic development and growth.

Growth in Infanta, although already a small holiday resort and probably one of the best whale watching spots along the entire coast line, is also inhibited by the lack of a tarred road.

Large tracts of high value agricultural land are available in Buffeljagsrivier. Simultaneously there is a strong thrust to extend industrial development and activities to that area on both sides of the N2.

Wydgeleë (Ouplaas) is situated almost on the boundary between Swellendam and Bredasdorp and although a very small community, care should be taken not to neglect them when it comes to service provision.

Table 13 below shows some aspects pertaining to development in Buffeljagsrivier and Mullersrus that will receive attention in planning actions:

Table 13: Developmental Focus Areas Buffelsjags River

FOCUS AREA	ATTENTION NEEDED	NOTE
Land	Land for housing and cemetery	This process needs to be expedited.
Infrastructure	<ul style="list-style-type: none">• Creation of additional service capacity and upgrading of existing capacity for water and sewage• Storm water problems in the village needs rectification. Although more problems exist in specific areas, the larger area should receive attention	Not resolved. A bulk outfall storm water is being planned with an anticipated completion date of Aug 2011. This will however not resolve the localised flooding in the residential area. Access road is outstanding

	<ul style="list-style-type: none"> • Tarring of access road from N2 	
Community Facilities	<ul style="list-style-type: none"> • Erection of a Community Hall 	No municipal land is available at this stage to start such a project. The question of land/finances will also have to be looked at as priority



6. COMMUNITY NEEDS AND PRIORITIES

General Note:

The information presented includes community needs as raised during the 2011/2012 IDP review process, ward public workshops in March 2012 and 35 interviews conducted with key organizations / institutions in Swellendam Municipal Area.

Each department within the Swellendam municipality had the opportunity to comment on needs raised by the community.

6.1 Community Needs

Ward 1. This ward represents the rural areas of Stormsvlei and Nooitgedacht.

Table 14: Ward 1 - Input and Prioritization

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Monthly analysis of water monsters in Koornlands- en Breede Rivers Improve water quality	1	R20 000 : Operating Budget	Sdam Mun in collaboration with BOCMA has appointed a service provider to do monthly testing

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The provision of an effective and sufficient Mobile Clinic Service for the rural areas and surrounding farms	2	Responsible department organize and coordinate with ODM	Overberg District Municipality: Receiving attention from ODM
The provision of improved telecommunication networks in Malagas/ Infanta /Rural areas/Stormsvlei/Wydgeleë (Telkom and mobile phone companies)	4	Liaison with Telkom and Cell Phone Companies necessary	Telkom and cell phone companies: Outstanding – negotiations are under way
Public Transport System	1		
Projects that focus on recycling – green projects	1		
Houses where the toilets are still outside must be moved into the houses	1		
Proper Utilisation of Sewage Works top priority	1		
Bus stops with ablution facilities	1		
Sustainable youth development with a skills training centre	1		

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Protection of the Cultural History & Beauty of the Town	1		
Development of residential erven between Bontebok Primary School and Cemetery	1	Dept of Town Planning to investigate	Municipality: Proposal will serve as input when the SDF is reviewed
Provision of Street Lights for side walk between Hi Q (Previously this side walk had street lights but was removed)	2	Operating Budget	Municipality: Outstanding
Development of Business Corridor next to N2	3	Refer to SDF	Municipality: The areas next to the N2 at the Station Street as well as at the R62 of ramps have been earmarked as mixed use development areas to create an business corridor
Move Outside Toilets into Houses	1	Outer Year	Municipality/Department of Housing: Outstanding

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Establish a Play Park in Cooper Street	1	Outer Year	Municipality: Not viable at this stage due to new proposed development.
Repair Sidewalk: Lower Voortrek Street	1	Infrastructure Maintenance	Municipality: Outstanding
Utilisation of Bethelkop for Low Cost/GAP Housing	3		Municipality/Dept of Housing: This proposal served as input into the SDF process. Bethelkop is therefore shown on the SDF for residential development
Change Nelson Street to a one way street and create more parking spaces (safety reasons)	4	Traffic Dept investigate	Municipality: Outstanding
Pave crossing of Stasie-, Cooper- and Somerset Streets	1	Paving Management System	Municipality: Outstanding
The control of trucks using van Voortrek Street	2	Increase Policing: Traffic Department	Municipality: In process

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The institution of measures for better control over stray animals	4	R100 00 (Operating Budget)	Municipality: Outstanding
The provision of business erven	2	Addressed/In process	Municipality: In process: New more suitable area to be identifies by Town Planning
Development of erven for middle income housing (GAP Housing)	2	In process	Municipality: In process
Delivery of Basic Services to be looked into	1		
Inter Governmental Relations must receive attention – not functioning optimally	1		
Problems with transport of learners of Bo-Leeurivier	2		PGWC Department of Education: Receiving attention. Municipality delivers library service to learners after school in Railton
Resiebaan Street: Extension of current works up to the house of the Februarie family	2	R1 000 000	Municipality: Outstanding

Inputs received from the Ruggens Agricultural Association (28 May 2012):

1. Reasonable tariffs with a 75% rebate included.
2. Fire Protection Association: Support Services as well as a tariff structure for the Association.
3. Transport from hamlets and between towns: Contained in the ODM District Municipality's Integrated Transport Plan.
4. Safety and Security: Human and Veterinary health services.
5. Rural housing in the existing hamlets.
6. Disposal points for rural solid waste.
7. Potable water provision on a sustainable manner to both humans and animals.
8. Indigent support to rural residents.

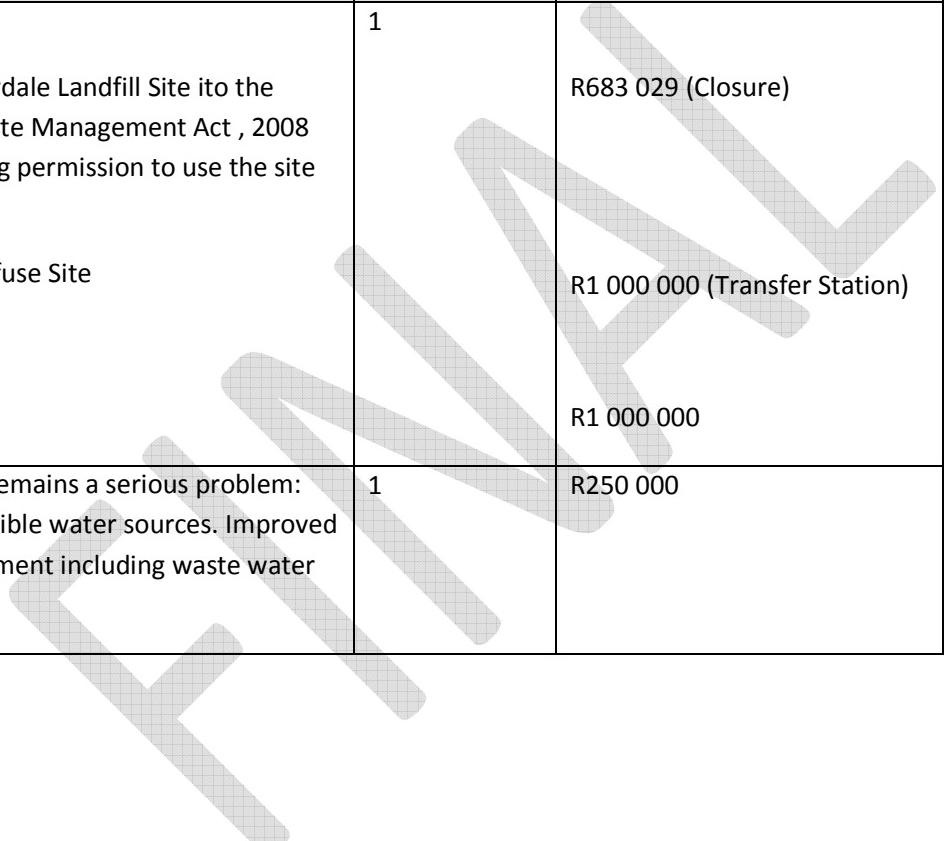
Ward 2. The ward includes Barrydale and Smitsville, a part of Suurbraak, Vleiplaas and the rural areas surrounding it.

Table 15: Ward 2 - Input and Prioritization

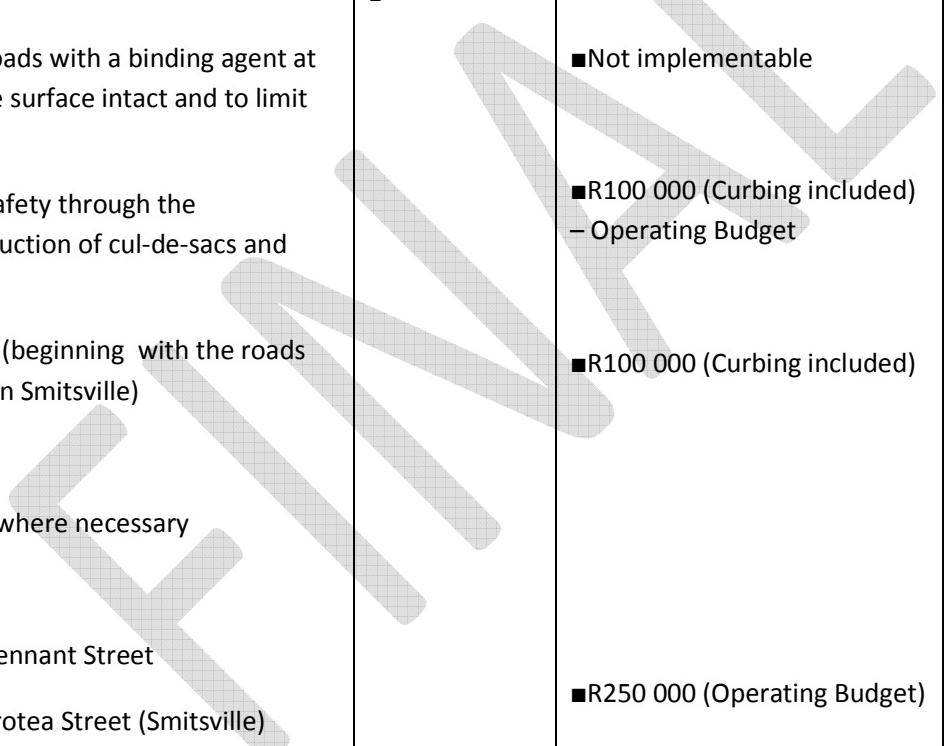
WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The resealing/ tarring of Keerom- , Kort- and Bain Streets	1	R1 500 000	Municipality: Outstanding
The construction of speed bumps and/or the narrowing of van Riebeeck- and Bergsig Streets along with continual law enforcement	1	R8 000 each	Municipality: Outstanding
Provision of erven for GAP housing	½	R350 000/ Flood Line to be determined	Municipality: In process. Flood line completed – the urgency of this project should be evaluated
The provision of land for Small Farming Projects	3	Commonage Land	Municipality/Dept of Agriculture: In process
The development of business erven in Smitsville	3	Erven available/In process	Municipality: Land surveyor was appointed to subdivide Erf 1001 in business erven. Council however decided the whole property should go for a Community centre

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Provision of Nursery School and Daycare facilities in Smitsville as well as Barrydale	3	R200 000	Department of Education/Social Services: Not Municipal core function – referred to the relevant Departments
Job creation via development of businesses, tourism and light industry	1	In process into LED Strategy	Municipality GSTO appointed staff (including Development Officers) and interns. They are also involved in training programmes for the community.
Improved Communication/Public Participation	1	R25 000	Municipality: Council in process of drafting a Communication Strategy and appointing an additional Community Liaison Officer. Ward Committees will be established in April 2012.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Old Age Home (erven 346, 343, 342, 349): Must take the form of a social project with job creation- laundry workers, cleaners, gardeners, clinic nurse, part time and auxiliary nurses, supervisor	6	Municipality will provide land/existing houses if WCPG want to take up this need/project	Housing units advertised for rent. Mayco allocated units to qualifying elderly applicants - Concluded.
Housing: 150 low cost houses to be erected Houses for middle income groups	1	R11 250 000: Outer Year 4 (After completion of the Sewer Works)	Municipality/Department of Housing: No houses can be built until the EIA is approved and infrastructure and bulk services provided.
Erection of a Multi- Purpose Community Centre : Youth Centre/activities will also be provided for here		PGWC Department of Social Services and social groupings in the private sector	Refer to Department: No response received as yet
Establishment of a Pound	2	R20 000	Municipality: Outstanding

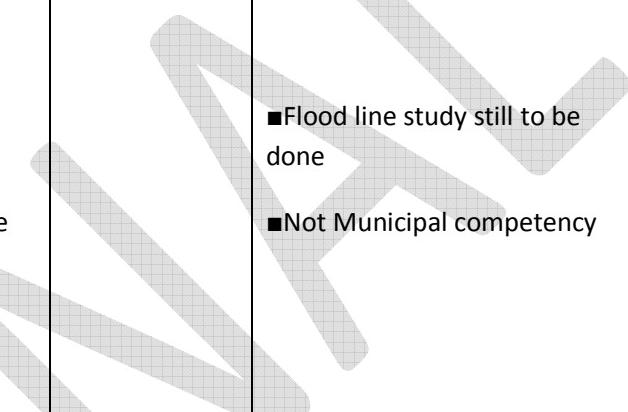
WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
<p>Refuse Dump:</p> <ul style="list-style-type: none"> ■ Formal closure of the Barrydale Landfill Site to the National Environmental Waste Management Act , 2008 (Closure License) & Obtaining permission to use the site for a Transfer Station ■ Establishment of a new Refuse Site 	1	 <p>R683 029 (Closure)</p> <p>R1 000 000 (Transfer Station)</p> <p>R1 000 000</p>	Municipality: In process
<p>Shortage of potable water remains a serious problem: Investigation into other possible water sources. Improved water planning and management including waste water and leewater slot</p>	1	R250 000	Municipality: Outstanding

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
No water born sewage in Barrydale (excluding Smitsville) : Establishment/construction of a new Sewage Plant	2	Plant: Planning & Environmental Process :R100 000 Network: R2 000 000 (Outer Year 2) R6 900 000 (Outer Year 3) R5 000 000 (Outer Year 4)	Outer Years 2, 3 and 4: In process. The prelim design has been completed. A business plan was submitted to MIG for funding for the project. Once funding has been obtained the EIA process should be done
Rectification of storm water drainage problems at Milner-, De Villiers and Steyn Streets	1		
Public Toilets	1		Church and Pep private property currently used.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
<p><u>Roads:</u></p> <ul style="list-style-type: none"> ■ The spraying of untarred roads with a binding agent at regular intervals, to keep the surface intact and to limit dust. ■ Facilitation of pedestrian safety through the establishment and/or construction of cul-de-sacs and pedestrian bridges ■ Install storm water drains (beginning with the roads with the steepest gradients in Smitsville) ■ Replace street name signs where necessary ■ Resurfacing the whole of Tenant Street ■ Tarring of the balance of Protea Street (Smitsville) <p>Tarring of roads in Smutsville</p>	1	 <ul style="list-style-type: none"> ■ Not implementable ■ R100 000 (Curbing included) – Operating Budget ■ R100 000 (Curbing included) ■ R250 000 (Operating Budget) 	<p>Municipality</p> <p>■ Outstanding</p> <p>■ Outstanding</p> <p>■ Ongoing project</p>

Road maintenance, rebuilding and resurfacing. Spraying of bonding liquid on dirt roads would contribute to lessen allergies and lessen difficulties with breathing. Bridges need resurfacing. Walkway across Tinley St urgent. Road from Smitsville to R324, past the Industrial area important. Transport to Swellendam of the essence as it would address many needs in the community. Smitsville roads the most important for rebuilding as well as Bain St. and later attention to Highlevel st & Keerom St			■ Outstanding
Establishment of a new access road from Smitsville directly to the R324, past the Industrial area.	3	R2 500 000	Municipality: Outstanding . The existing gravel road is still in place and a bigger storm water drain has been installed to make this road passable in high rainfall events.
Provision of daily public transport between Swellendam and Barrydale		Integrated Transport Plan to recommend on this	Provincial Competency: Problem taken up in the ITP – to be addressed by the Province/District. GSTO also looking into this as part of the Living Landscape Project.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Establishment of a hiking trail along the Huis River (through the village)	3	R25 000	Municipality/STO: Moved to outer year due to lack of funds
Resurfacing of Municipal Tennis Courts (3 Courts)	6	R104 000 (R34 700 per court)	Outer Year/ Not Municipal Property: Not municipal core function
Execution of the necessary replacement work on the irrigation water system, furrows to the dams, concrete channels and storm water drains	2	R250 000 (Operating Budget)	Municipality: Outstanding
<u>River Management:</u> <ul style="list-style-type: none"> ■ Development of a river management and maintenance plan for all the rivers around Barrydale, especially the Huis River ■ Regular clearing and removal of debris and alien vegetation in the rivers and on the river banks <ul style="list-style-type: none"> • Lifting of dam wall with one meter 	2	R50 000 <ul style="list-style-type: none"> ■ R300 000 as once off project – thereafter the responsibility of the land owners 	Municipality: River Management Plan in place. Municipality/Land owners: All landowners were informed that it is their responsibility. Situation will be monitored in future.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
<u>Development of Tourist Attractions:</u> <ul style="list-style-type: none"> ■ Caravan Park: develop into a botanical garden ■ Develop a Museum depicting the history of the residents of Smitsville, Barrydale and the farmers in the region. 	3	 <ul style="list-style-type: none"> ■ Flood line study still to be done ■ Not Municipal competency 	<ul style="list-style-type: none"> ■ Municipality: Will receive attention now that the flood lines have been established: Affordability remain problem. Also referred to GSTO for investigation ■ WCPG Competency: Not municipal competency
<u>Tourism Route Development:</u> <ul style="list-style-type: none"> ■ Farm routes ■ Biker route ■ Trails: Eco – cycles and hiking 	3	Investigation/Feasibility Study R10 000	Municipality/STO: Outstanding – financial constraints. Will be looked at in an outer year in conjunction with GSTO
Cleaning of erven as a job creation project	3	Operating Budget	Municipality: Ongoing process

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Borehole pipeline to emerging farmers' dam	3	R300 000 (External Funds)	Department of Agriculture: Outstanding - No response received from the relevant Department
Baseline study by independent professionals is necessary to highlight social issues within the community and address the matters	3	PGWC Department of Social Services	Refer to relevant Department: Awaiting response from Department
Provision of clean potable water to schools in the rural area, i.e. Akkerboom, Vleiplaas, Weltevreden and Poplars		PGWC: Department of Education	Referred to the Department of Education: Outstanding
Improved social services with more social workers			
Economic commercial developments, e.g. pharmacy, shops, banking facilities			
Improved medical facilities, day hospital and clinics			

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Taxi rank in Smitsville	1		
Repair and maintenance of playgrounds, corner of Tennant St and School street, Smitsville and Rondomskrik	2		
Facility for battered women and children	1		
Baboom monitor programme high priority	1	R200 000	8 Monitors needed

Issues of serious concern raised by the Ward:

- Communication between Municipality and community needs to be improved: ***This is viewed as of the utmost importance by Council and is receiving attention.***
- Compilation of Budget needs to be a public participation process. **The Budget is work-shopped on Ward- and Stakeholder basis.**
- Lack of medical facilities (Barrydale has no medical doctor)/Increasing drug problem: ***It is a problem finding General Practitioners willing to take up practice in Barrydale – viability seems to be uncertain. The provision of medical facilities is not a municipal competency. This matter was referred to the relevant Department. The Department of Social Services also needs to get more involved relating the growing drug problem. Intergovernmental communication and co-operation is lacking.***
- Infrastructure upgrading/maintenance : **MIG Funding used/applied for extensively**

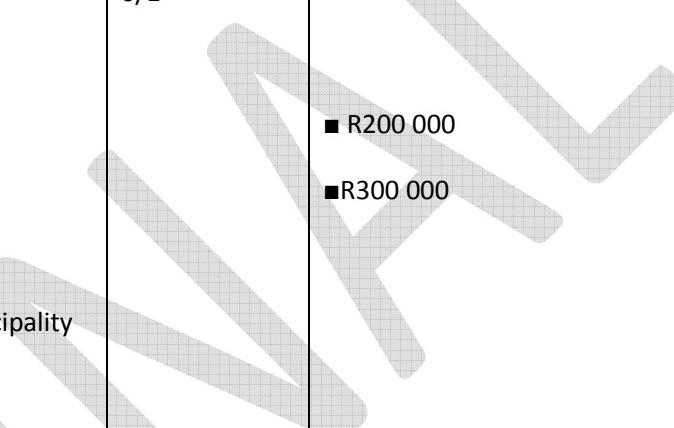
- Social Needs to be Addressed by Province:
- 1 Community Centre, which provides nursery school/day care facilities, shelter for children/mothers, soup kitchen, Social Work Services, play park, and offices for Government Services a facility for training and group work by the Social Workers.
- Medical Practitioner living in Barrydale, to address needs in clinic and private practice.
- Youth Centre; badminton, gym, table tennis, volley ball.
- Transport to Swellendam and law enforcement against pirate taxi's
- Disaster Management Plan needed

Ward 3, which includes Buffeljagsrivier, the largest part of Suurbraak, Mullersrus and Malagas/Infanta.

Table 16: Ward 3 - Input and Prioritization

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The establishment of a local housing committee for Suurbraak and Buffeljagsrivier on which municipal staff are represented.	1	Keep status quo re current Housing Committee	Municipality: Will be established once a housing project has been approved
The initiation of a weekly bus service between Swellendam en Nuwe Dorp	2	Refer to Dept of Transport/ITP	Department of Transport/Private Sector/ITP: This issue was taken up in the ITP – to be addressed by the Province/District
Under cover area for hawkers with ablution facilities	2/3	R300 000 – External Funding	Applications submitted – awaiting response: If no assistance is received from outside sources this matter will be looked at in an outer year. Should the pilot project in Suurbraak be successful it should help to facilitate the sourcing of external funds

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
<p>The tarring of streets:</p> <ul style="list-style-type: none"> ■ Titus-, Lewiesboes-, Marais- and School Streets as well as from Wessel Street to the entrance of Suurbraak Primary School. ■ The completion of the tarring of Heide Street 	2	R500 000	Municipality: Completed. Construction underway
<p>The investigation of the 'Fynbos' Project to ensure local community participation and ownership</p>	5	R25 000	Department of Nature Conservation: Investigation still to be initiated
<p>The development and effective enforcement of a river-, soil- and river-bank Management System. Further that an Environmental Officer be appointed to oversee the stabilisation of the river banks. Urgent attention needed in Suurbraak.</p>	1	<p>R50 000</p> <p>Environmental Officer: Investigate possibility of shared service</p>	Municipality/ODM: Dept of Nature Conservation currently managing this project. No new positions can be filled due to financial constraints

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
<p>Tariff provision of:</p> <ul style="list-style-type: none"> ■ Electricity ■ Toilets <p>12 Houses in Suurbraak no electricity or toilet.</p> <p>Cost of electricity different between areas in municipality</p>	6/1	 <ul style="list-style-type: none"> ■ R200 000 ■ R300 000 	<p>Outstanding</p> <ul style="list-style-type: none"> ■ Municipality ■ DWAF (bucket Eradication Programme) Funding application was unsuccessful. A new application was submitted to DPLG; Housing
<p>The improvement of public participation programmes and processes i.t.o.</p> <ul style="list-style-type: none"> • Planning • Housing Projects • The use of Plantation Funds • The manner of municipal advertising and notification 	1	R5 000	Municipality: receiving attention

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Assistance with the expansion of the existing Chair Factory in Suurbraak: Consultant to be appointed	3	R50 000	External Funds: Outstanding – financial constraints
The implementation of a uniform water system (for use for food gardens) for the broad community of Suurbraak. Water at top end of Mountainview is needed for food gardens and drinking water.	5	R3 000 000	Department of Agriculture: Outstanding
The upgrading of underground storm water pipes. Main road in Suurbraak need attention for better storm water management	2	R300 000	Municipality: Outstanding
Investigation into a reduced tariff for the rent of the Suurbraak Community Hall		Not financially feasible	Municipality: Not economically viable at this stage.
The development of more residential erven in Buffeljag River / Housing Buffelsjags River	2	R2 000 000: Acquisition of land	Municipality: Draft lay out for area behind the library was approved by Council in 2010.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The maintenance, fencing and construction of a pavilion at the sport grounds in Buffeljags River	1	R2 800 000 (Outer Year – External Funding)	Department of Sport: Fencing complete, insufficient funds for the erection of a pavilion
The provision of land to Suurbraak Primary school for agricultural activities and the development of a cricket pitch/grounds	1	R1 000 000	Department of Education to fund: Education Department still to respond
The provision of land to the community of Suurbraak and Buffelsjags River for agricultural purposes	3	R1 000 000: External Funding	WCPG: Land claim still not finalised. Municipal Commonage is provided for these purposes
The fixing of storm water drainage problems in Buffeljags River and Suurbraak at: Strykyster-, Jantjies-, Gaffley -and Weitz Streets	2	R400 000	Municipality: Outstanding. Completed

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The construction/repair of a pedestrian crossing on the railway side of the bridge in Buffeljags River	1	R1 000 000	Dept of Public Works: Outstanding
Establishment of a new cemetery for Buffeljags River	1	R400 000: Acquisition of land	Municipality/WCPG: No municipal land available. WCPG requested to assist with acquisition of land – still awaiting their response
Establishment of a Community Hall for Buffeljags River / Multi-purpose centre	1	R500 000: Acquisition of land	Municipality: No municipal land available
Housing Project Sovereign (35 Houses) Housing for Suurbraak	1	R2 600 000	Municipality/Dept of Housing: No bulk infrastructure available
Upgrading/Tarring of Access Road to Rietkuil		PGWC: Department of Roads	Refer to relevant Department: Not a municipal function – awaiting response from relevant Department: Outstanding

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Enlarge RDP Houses	3		
SAP Station in Buffelsjags River	2		
Tourism development, tollhouse, river boats etc must be investigated for Buffeljagsrivier	2		
Improved water management for Buffelsjags River – quality and availability	1		
Streetlights for Buffelsjags River at entrances, in town on way to church and road to BP Garage	1		
Tarring of roads to Du Toitsrus and kerkgrond in Buffelsjags River	1		
Repair bridges in Buffelsjags River – treinbrug, Laagwaterbrug en Ou Brug	1		
Speedbumps from highway from Du Toitstreet in Buffelsjags River	1		
Swimming pool for Buffelsjags River	4		
Post Boxes – need more in Buffelsjags River	2		
Community Gardens – land needed in Buffelsjags River	2		

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Improve quality of sewerage system in Suurbraak	1		
Fire protection – brandpad vir Suurbraak	1		
Regular feedback for municipality to community of Suurbraak	1		
High school for Suurbraak – extend grade 9 to grade 12 and provide transport until then	3		
Day Hospital for Suurbraak and improved health services	2		
Sport development in Suurbraak for the youth – improved facilities pavilion, cricket pitch, clubhouse and equipment	1		
Upgrade of camping site in Suurbraak and hiking trails	1		
Swimming pool in Suurbraak	3		
Ambulance service and fire fighting service in Suurbraak	1		
Town manager and more staff for Suurbraak	3		
Improved support for children with disabilities in Suurbraak	1		

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Improved rubbish removal system in Suurbraak	2		
Shelters for hawkers and people waiting for ambulance or transport in Suurbraak	1		
Improve signage and street names in Suurbraak	1		
Upgrade of police holding cells in Suurbraak	3		
Improve clinic service and provide chair for dentist patients in Suurbraak	2		
IDP Document to be also made available in Afrikaans	1		Document was drawn up in English as it has to be submitted to Provincial & National Government who only accepts it in English. Resources permitting, attention will be given to translation of the Document
Previously disadvantaged communities must receive more attention in the IDP	1		Will receive attention

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Tarief and Jantjies Street: Erection of toilets Grading of road used by children going to school	1		
Tarring of road right up to the entrance of the school in Suurbraak	1		
Rectify problem of mud pools in Pretorius Street	1		Will receive attention
Malagas Landfill Site: Obtaining of an Operating License i to NEM Waste Act, 2008	1/2	R2 144 362 (MIG Funding)	Municipality/MIG Funding: In process
Infanta Landfill Site: Obtaining of an Operating License i to NEM Waste Act, 2008 2008	1/2	R1 553 933 (MIG Funding)	Municipality/MIG Funding: In process
Erection of Slipways (Breede River) 2008	2	R150 000	Municipality: Maintenance done, problem partly addressed. The slipways does not conform to new legislation and needs to be legalized(new permit application) and upgraded to conform

Other issues raised by the Ward:

- Local newspapers do not always reach Suurbraak which makes keeping up with municipal notices and press releases difficult: **This matter was taken up with the local Newspapers. Public announcements as well as notices, etc are now also being used'**
- Investigation to be launched against people who own more than one RDP house: **According to the Director: Community Services they are not aware of anybody owning more than one RDP House**
- Speeding up of the Act 9 process: **The matter is still with the WCPG whom still cannot give any indication of when this process will be finalised.**

Inputs received from: Mike Viljoen Ex Chairman of the Local Infanta and Environs SDF committee (28 May 2012 on Draft IDP)

The current high priority items listed in table 6 of the Local SDF 2005, Infanta and Environs, are the items dealing with:

- Urban Design, Landscaping Guidelines and Building Regulations (to regulate proposed new developments)
- Bulk Services Infrastructure (to assess future development capacity needs)
- Slipway Management Program (a serious and ongoing safety concern)
- Fire breaks (overgrown and last attended to more than 12 years ago)

Inputs received from: A.M .Mason (28 May 2012 on Draft IDP)

- Subsidise sewage removal from Conservancy tanks in the Malgas area.
- **PROVISION OF MUNICIPAL WATER TO THE MALGAS AREA**

There is currently a basis assessment under way for an extra 22 houses outside Infanta village on erf 134 hence the priority given to some of the above.

The general maintenance of the town has also slipped badly and a regular (say quarterly) inspection and attention to problem areas should be actioned please.

In particular signs and notices, handrails at the beach, cleaning of storm water channels and pipes, road verges, the braai place at the common, ablution facilities and some other minor matters need attention.

Upgrading of the Vodacom network from 2G to 3G is also a high priority.

Inputs received from: Infanta Ratepayers' and Residents' Association (IRRA) (28 May 2012 on Draft IDP)

Priority 1 items:

1. Slipway – cleaning of algae and seaweed growth on slipway prior to major holiday periods. Reduces vehicles slipping while retrieving boats and people slipping and hurting themselves. The slipway is steep and treacherous.
2. Beach, verge and slipway erosion – The beach, slipway and verge under Hoek Street either side of the slipway have been severely eroded over the past decade, the beach has disappeared with a large boulder field producing a precarious walkway. The verge is collapsing and the road is under threat. The original effort to shore up the road merely added more rocks and damage to the beach. The slipway is being undermined. An effort has been made to request rock removal and shoring up of the road in an effort to rehabilitate the beach in the hope sand will return. The IRRA was informed a EIA needs to be conducted as part of any proposed project
3. Firebreak – A firebreak surrounds Infanta and must be maintained to reduce the risk of veld fires crossing into Infanta and destroying homes. The firebreak is on private land. Landowners must be encouraged and required to maintain firebreaks and rid their land of alien infestations that may cause severe fires (Rooikraans and Port Jackson).

Other Items:

4. Drainage – Maintenance and repair of road drainage and repair of eroded road verges.
5. Signage – Most of the signage is rusted, broken or missing. Important health and safety signage for the beach and slipway urgently needs replacing. Signage for contacting local emergency services for road, river and sea is required. A one-way sign for the Hoek street access to slipway is missing (Causing confusion and drivers driving the wrong way up the road into pedestrians). Most of the street signs indicating street names are missing or severely corroded and unreadable.
6. Boy Louw Plein – The village green bollards, kids play-ground, rubbish bins and other infrastructure needs to be maintained. Many bollards are rotten and missing. No additional infrastructure is required only repairs and maintenance of existing facilities.
7. Lifesaving equipment – Slipway located lifesaving, emergency information and other related equipment requires repairs and maintenance.
8. Continued maintenance and regular and reliable service provision of solid waste removal. The Infanta village has a new dump and recycling has been commenced. Both initiatives have been very welcomed.
9. Any further development in the area must have appropriate provision for solid and liquid waste removal plus adequate water resources without endangering those used by the current residents of Infanta. The impact on Infanta's limited resources (rain and ground water, septic tanks etc.) and public facilities (beach, slipway, village green, etc.) must be taken into account and for any proposed development.

Ward 4, which includes, which constitutes a part of the town of Swellendam and part of Railton.

Table 17: Ward 4 - Input and Prioritization

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The provision of low cost housing	1	Outer Year 3: After completion of Sewer Works	Municipality/Dept of Housing: Sewer Works insufficient at this stage. Upgrading of Sewer Works in process
The provision of free basic services in rural areas: Study to be undertaken	1	R75 000	Municipality: Formal planning process was completed in 2010.
The provision of business erven in Railton	2	Addressed/In process	Municipality: In process: New more suitable area to be identified by Town Planning
Development of erven for middle income housing (GAP Housing)	2	In process	Municipality: In process

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Establishment of a FET College	2	Talks already initiated: SWD does not qualify at this stage	WCPG: Not municipal competency – matter was referred to the relevant department. Indications are that Swellendam is not being considered at this stage.
Upgrading of sidewalks and storm water channel in Cooper Street Sidewalk upgrading and storm water for Geelhoutlaan	4	R1 000 000	Municipality: Outstanding. Storm water problem was addressed
Removal of trees in Masbiekerskloof		Operating Budget	Municipality/WCPG: To be investigated due to the sensitivity of the environment.

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Obtaining/purchase of Spoornet land situated at the entrance to Railton	2	Discussions in progress	Municipality/SPOORNET: Negotiations underway
The upgrading of Ellis- and William Streets		Operating Budget	Municipality: Outstanding
The institution of measures for better control over stray animals	4	R100 00 (Operating Budget)	Municipality: Outstanding
Cleaning of sidewalks to be done on a continuous basis	1	Continual (Operating Budget)	Municipality: Ongoing process
The control of trucks using van Eeden Street	2	Increase Policing: Traffic Department	Municipality: In process
Improved Communication/The institution of transparent processes for the letting/renting of commonage land	1	Will be dealt with under Improved Communication	Council in process of drafting a Communication Strategy. Ward Committees will be established

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The institution of better public participation processes between the Municipality and the community.	1	Continual (Operating Budget)	Council in process of pointing an additional Community Liaison Officer.
The institution of an annual Fun Day for Ward 4		R5 000: Operating Budget	Municipality: Lack of funds
Storm Water at St Luke Church - Resiebaan Street, but also Railton in General	1		
Access to municipal buildings for handicapped people: municipal buildings must be made accessible for handicapped people. Streets more handicapped friendly	2	R10 000	Municipality: Outstanding
Installation of electricity: That the possibility that the Municipal team do installations themselves		Not financially viable	Municipality : Not financially viable
More attention should be given to the HIV/AIDS pandemic in the IDP/Budget	3	R5 000	Municipality/Dept of Health: Sector Department's input to be included in IDP

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Move Outside Toilets into Houses: Old Railton	1	Outer Year	Municipality/Department of Housing: Outstanding
Provision of Sport and Library Facilities for Farms	3		WCPG: Not municipal competency
Development and Establishment of SMME's	1	R50 000	Municipality/Dept of Economic Development:
General Cleaning and Planting of Trees	1	Operating Budget	Municipality: Completed and ongoing
Development of Business Corridor next to N2	3	Refer to SDF	Municipality: The areas next to the N2 at the Station Street as well as at the R62 of ramps have been earmarked as mixed use development areas to create an business corridor

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Selling point for pre-paid electricity in Rondomskrik	1	Finance Dept investigate	Municipality
Unemployment: Create job opportunities as well as a climate for job opportunities	1	In terms of Council Policy	Municipality/WCPG: Receiving attention/ongoing Council Policy to create climate for LED - Engineering- and Community Services
Side walk for Rose Joseph Avenue	1	Paving Management System	Municipality: Outstanding
Tar/Paving of parking spaces in front of the Thusong Centre	1	R50 000	Municipality/WCPG: Outstanding lack of finance
Development of residential erven between Bontebok Primary School and Cemetery	1	Dept of Town Planning to investigate	Municipality: Proposal will serve as input when the SDF is reviewed

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Development of business erven in Railton	1	In process	Municipality: Formal planning process was completed in 2010. Awaiting formal registration of erven by Surveyor- General where after it will be sold per public tender
Development of road (bottom of Cooper Street - Next to the River)	2	Outer Year	Municipality: Outstanding
Development of a Multi Purpose Sport Complex on the Gert Booyse Oval in Railton	1	R5 240 000	Dept of Sport and Culture: In process
Utilisation of the Thusong Center for indoor sport, cultural activities (drama, dance, singing, etc)	1	Discussions to be entered into with relevant Department	WCPG: Negotiations with Department to be expedited. Waiting for sport forum for detail plan

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Provide space for Motor Sport purposes	3	Refer to relevant Department	Dept of Sport and Culture: Waiting for Dept of Environmental Affairs.
Support and development of street sport: Soccer, Golf, Cricket and Netball Field: Avail open spaces and sport apparatus	3	Refer to relevant Department	Municipality/Dept of Sport and Culture: Receiving attention
Establish a Youth Desk to, amongst others, assist with advice in respect of business opportunities for the youth	3	Refer to relevant Department	Municipality/WCPG: Outstanding – financial constraints
Urgent plea to Municipality and local businesses to fill local job opportunities with local people	1		Municipality/Local Business: Continuous process
FET College: Use old school in Andrew Whyte Street	3		WCPG: Not municipal competency – Indications at this stage is that Swellendam is not being considered
Development of a Skating Rink	4	Refer to relevant Department	Dept of Sport and Culture: No funding available

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Upgrading of Swimming Pool (Swellendam High School)	1	R172 000	Dept of Education/Sport: No funding available
Soccer field development (White City)	1	R600 000	Dept of Sports and Culture: In process
Public swimming pool	6	R1 500 000: Outer Year	Dept of Sports and Culture: No funding available
Toilet facilities and distribution of potable water on farms	4		Overberg District Municipality: Outstanding
Cloak rooms for Bontebok Primary Sport Field	2		PGWC Department of Education: No Funds available.
Unsatisfactory written comments to wards	2	To be addressed under improved communication	Municipality: Will be rectified once the new Ward Committees is established - more admin assistance will be provided to Ward Councilors

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Projects submitted to ODM (Done with no results)		To be taken up on political level	ODM: To be addressed/taken up by Council's representative on the ODM Council
Painting of street names (More to be done)	2	Operating Budget	Municipality: Receiving attention
Crèche for Bo-Leeurivier	2		PGWC Department of Social Services: Not municipal competency
Unemployed people to be exempted from interest on arrears account	1	Policy in progress	Municipality
Maintained focus on alcohol abuse on farms			ODM PGWC Department of Social Services
Strategic Investment policy and industrial policy to be developed	3	R100 000	Municipality: Outstanding – financial constraints
Appointment of Africans in management		Operating Budget	Municipality

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Second access road to Railton	4	R6 000 000	PGWC Department of Roads: Not municipal competency
Improve Telephone communication on farms	4		Not municipal competency
Projects for the youth	2		PGWC Department of Social Services: receiving attention
Free basic water increase from 6kl to 8kl and electricity from 20kw to 30kw.			Not Affordable
That the basic fee on water be scrapped or reduced to R6			Not Affordable
Provision of pedestrian path from Railton to the industrial area as well a sidewalk in Koornland Street which is also in the industrial area.	1		
That more post level 15 workers be appointed.	1		Strategic incentive is to roll out job creation projects (EPWP)

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
That the joint income per house hold of two state pensioners be increased to R3000 per month to qualify for indigent subsidy	1		National Government: Not affordable into National Policy
Community Hall for Rondomskrik	2		
Ensure protection and future of Drostdy Museum and other areas and facilities with heritage value	1		
Crèche in Rondomskrik – need land	1		
Maintenance and tarring of roads and sidewalks in Rondomskrik	1		
Repair of RDP houses in Rondomskrik	1		
Bus stop in Rondomskrik	1		
After schools care facility Rondomskrik	1		
Oak trees in Swellengrebel Street to be better cared for	2	Operational Budget	Municipality: Receiving attention in co-operation with residents

Further issues raised by the Ward:

- Problems are being experienced when people pay their service accounts at the Post Office. These payments, although they are not, show as late payments and interest is levied. **This will be looked into and addressed by the Financial Department.**
- General dissatisfaction with the erection of speed bumps which is not done in accordance with priorities as identified in the IDP. **It must be stated that a programme in this regard was approved by Council after input was obtained from all Councilors.**
- Projects are submitted to the District Municipality with no results: **This was taken up on a political level with the WCPG as well as by Council's representative on the ODM Council**
- A need was also identified for the undertaking of a Heritage Study: **Provided for under Corporate Services Departmental Priorities: This study will be undertaken as soon as funding is available.**

Ward 5, including part of the town of Swellendam and part of Railton

Table 18: Ward 5 - Input and Prioritization

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	RESPONSIBILITY/ PROGRESS SINCE PREVIOUS IDP
The tarring/upgrading of Madeliefie Street	1	Operating Budget	Municipality: Outstanding
The general repair of houses in Rondomskrik	1	Private property: Owners to maintain	Property Owners: In process/ ongoing
The regular removal of alien vegetation behind the hostel of Swellendam Secondary School	2	Operating Budget	Municipality: Ongoing
The regular maintenance of all untarred streets after rains	2	Operating Budget	Municipality: Ongoing
The construction of two speed humps in all long streets	2	Operating Budget	Municipality: Ongoing
The revision of credit control measures, specifically i.t.o. the trickle system (water)	1	In process	Municipality: Receiving attention
The eradication of alien vegetation accross the broad municipal area	3	R50 000	Municipality: Ongoing
The construction of a connecting road/street between 7de Laan and Reisiebaan Street to safeguard the learners of Bontebok Primary School	2	Road Infrastructure Plan	Municipality: Outstanding
The construction of a new football field and -facilities	1	R2 800 000: External funds	Dept of Sport: In process

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Storm water management for Rondomskrik, 7e Laan, White City, Smartie Town	3	R12 000 000: External Funds	Municipality: Outstanding . A section of Rondomskrik is currently being serviced with storm water and tarred roads
Institution of measures to ensure effective community participation	1	R5 000 (Improved Communication)	Municipality; Receiving attention
The tarring of all gravel roads in the ward	4	R20 000 000	Municipality: Outstanding
Spot lights at open spaces in Railton	3	R50 000 (Outer Year 3)	Municipality: To receive attention . Hot Spots were addressed – not economically feasible to do all of the parks
Closure and relocation of park in White City	3	Possible relocation: Outer year	Municipality: Financial constraints
Tarring of road to cemetery	4	R2 000 000	Municipality: Outstanding

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Crèche in Oak Street		In process. Building with own (community) funding	WCPG: Not municipal competency
Relocation of the park in Sonneblom Street (next to crèche) (Rated priority 3)	3	R15 000	Municipality: Financial constraints
Housing including for middle income groups	2		
Swimming pool	3		
Women empowerment in construction	3		
Improve emergency services e.g. ambulance, police and fire brigade	2		
FET College	4		
Primary and high school needed	3		

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
Tarring of sidewalks on all main routes	1		
Warning signs at schools, Watermeyer and Angelier Streets and speed humps.	2		
Job creation projects	1		
Place of safety for abused children	1		
Business erven	1		
Improved health services	1		
Development of business erven in Railton	1	In process	Municipality: Formal planning process was completed in 2010. Awaiting formal registration of erven by Surveyor- General where after it will be sold per public tender
Move Outside Toilets into Houses: Old Railton	1	Outer Year	Municipality/Department of Housing: Outstanding

WARD INPUT	PRIORITY RATING	DEPARTMENTAL PROVISION	NOTE
The institution of measures for better control over stray animals	4	R100 00 (Operating Budget)	Municipality: Outstanding
Tarring Geelhoutlaan / Repair/Resealing of Sophietjie Street			
Upgrading of Fairbairn Street sidewalks paving or tar			
The provision of high mast flood lighting in the vicinity of the Railton informal settlement area			Funding Source MIG Funding via DPLG.

GENERAL PRIORITY NEEDS RECEIVED THROUGH INTERVIEWS WITH COMMUNITY ORGANISATIONS

1. Support with acquiring of land to build agricultural village where farm workers can get ownership of houses
2. Improvement of public transport system in general and focus on bus stops and general cover areas providing for public toilets
3. Better enforcement that home owners do not sell or rent their houses to business people for shops or to foreign people
4. Skills training, especially technical skills, for youth and unemployment people
5. Barrydale place high emphasis on : (a) Water storage, reconciliation, water infra structure, security around dams, river maintenance (b) Sewerage Plant, security and placement

6. Projects needed to improve the image of towns
7. More need to be done to make all government facilities disable friendly and more facilities and programmes \needed for disable persons
8. Persons who are released on parole need opportunities to be integrated into the community



8. DEPARTMENTAL PRIORITIES PER WARD

Tables 19 to 24 show the Municipal (Departmental) priorities and 2011/2012 budget proposals for wards as well as the progress made since the 2011/2012 IDP:

Table 19: Office of the Municipal Manager

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Office Facilities	1-5	1	R4,5 million: In process
Improved Communication	1-5	1	R 25 000: Outstanding

Table 20: Department of Corporate Services

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
New GIS	1 - 5	1	R500 000: In process
Final Phase Zoning Scheme	1 - 5	1	R250 000: Awaiting final approval from Minister
Land Audit (SDF)	1 - 5	2	R150 000: Outstanding – financial constraints
River Management Plan	1 - 5	1	R150 000 : Completed for SWD. Floodlines determined for Barrydale and Suurbraak
Biosphere Conservation and Management Plan	1, 2, 3, 4, 5	2	R350 000 : Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Sport facilities: Planning of sport facilities in Barrydale (soccer Field)	2	5	R85 000: In process
Planning of sport facilities in Swellendam	4, 5	5	R85 000: In process
Planning of sport facilities in Buffeljags river	3	5	R85 000 : In process
Heritage Study in terms of SDF	1, 2, 3, 4, 5	5	R750 000 (External Funds): Outstanding – financial constraints
LAND ACQUISITION			
Land acquisition at Klippe River Sewage Plant	4, 5	5	R4 000 000 : In process
FURNITURE AND EQUIPMENT			
Establishment and upgrading of archives	1, 2, 3, 4, 5	4	R375 000 : Already established / not yet upgraded
Powerpoint /Multimedia system for Council chamber	1, 2, 3, 4, 5	4	R200 000: Outstanding – financial constraints
OFFICE FACILITIES			
Upgrading and extension of Municipal Offices and Council Chamber	1, 2, 3, 4, 5	1	R 4 600 000 (External Funds): : In process

Table 21: Department of Community Services

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Gap Housing Project	1-5	1	External Developer: This project has been approved by Council. The Developer is currently busy with the EIA processes.
Low Cost Housing	1-5	1	Dept. of Local Govt. & Housing: Due to the lack of infrastructure capacity only 71 units has been built during 2010. There is a further project for the development of 8 units in Swellendam, but this will be for serviced erven only. Province approved R1.6m for the renovation of 85 units in Barrydale which was part of an old housing project.
IT Equipment	1 - 5	2	R 50 000: In process of upgrading
Vehicle for Thusong Centre	1 - 5	3	R150 000: To be addressed in New Financial year
Trailer for traffic Department (Spray Paint machine)	1 - 5	2	R10 000: In process of procuring
Pest Control	1 - 5	3	R160 000: Continual Process
Office Furniture: Traffic Department	1-5	1	R 60 000: In process of procuring
Development of Sport Grounds	1 - 5	2	R200 000: In process

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Fencing of Thusong Centre	1 - 5	1	R140 000: In process
Expansion of Refuse Dumping Site	1 - 5	1	R200 000: In process
Equipment for Thusong Centre (Trolleys for cutlery)	1 - 5	2	R60 000: Partially completed
Floor Buffing Machine Thusong Centre	1-5	2	R30 000: In process of procuring
Crockery & Cutlery: Municipal Halls	1-5	1	R150 000: In process of procuring
Radios	1 - 5	1	R40 000: In process of procuring
Maintenance of Commonage	1 - 5	2	R300 000: In process of procuring
Computer Equipment	1 - 5	1	R50 000: In process of procuring
Furniture for Halls (Tables & Chairs)	1 - 5	3	R80 000: In process of procuring
Painting of Offices/Repair of Reception Area floor: Community Services Offices	1 - 5		R20 000: Not completed – assistance from the Engineering Department is needed
Renovation: Forthaven Hall (Barrydale)	1 - 5		R200 000: To be addressed in new Financial year due to budget constraints.

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Upgrading of Library	1 - 5		R400 000: Unfunded Mandate. Province has been approached regarding the matter as it is Provincial competency
Cleansing (River Management Plan)	1 - 5		R50 000: In process and managed by the Engineering Department
Establishment of Soccer Field	2		R200 000: In process. A siteplan has been completed and needs to be approved by Council. Community buy-in must be obtained
Establishment of Cemetery: Buffeljags River	3	1	R300 000: Not viable at this stage as there is no municipal land available.
Paving for Thusong Centre	1 - 5	2	R200 000: New financial year
Sound System Thusong Centre	1 - 5		R100 000: New financial year
Erection of Ramp for Disabled Persons	1 - 5		R 10 000: Project to be executed by the Engineering Department
Upgrade Fort Haven Hall	2	1	R200 000: Incomplete due to lack of funds
Extension of Bontebok Landfill Site: Phase 1	1, 2, 3, 4, 5	1	R500 000: In process

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Multi Purpose Community Centre – Phase 3	4, 5	3	R600 000 (External funds) (Role over from 2008/2009): Completed. A further project in respect of the MPCC has been completed, the ablution facilities.
2 X Supervisors for Parks/ Refuse removal	1, 2, 3, 4, 5	5	No positions can be filled due to revision of council Resolution dealing with Organogram/lack of funds
PARKS/REFUSE REMOVAL			
2 X general workers each in Barrydale, Buffeljags River and Suurbraak	2, 3	5	R280 000: No positions can be filled due to revision of council Resolution dealing with Organogram/lack of funds
Water Truck	1, 2, 3, 4, 5	5	R9000 000: Expenditure not approved by Council
Paving: Library Buffeljags River			R20 000: Not municipal competency

Table 22: Department of Financial Services

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	DEPARTMENTAL PROVISION/PROGRESS SINCE PREVIOUS IDP
Creation of Critical Posts	1 - 5	1	Operating Budget: 4 Posts will be filled soon
Training	1 - 5	1	R 40 000: Ongoing
Upgrade financial system.	1 - 5	1	R1 500 000: The budget has been reduced as system will not be replaced and current system must be used to its fullest capacity
IT Service Provider.	1 - 5	1	R75 000 / month: Ongoing
Data Cleansing	1 - 5	1	R150 000

Table 23: Department of Engineering Services

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
WATER			
Purification			
Upgrading Swellendam WTW (Planning and EIA)	4,5	1	In Process
Buffeljags River WTW (Filters & Flocculation Tank)	3	2	R75 000: Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Testing Equipment(Barrydale & Suurbraak)	2,3	1	R55 000: Outstanding
<u>Bulk Distribution</u>			
Bethel Water Main (SSW B3.2)	4,5	1	R1 700 000: Outstanding
Railton Water Main (SSWB4.1)	4,5	4	R1 600 000: Outstanding
Swellendam Hermitage Zone Connection	5		R500 000: Outstanding
Bakenskop Bulk Main (SSW2.1-4)	4,5	2	R2 000 000: Outstanding
Barrydale Zone Split	2	3	R300 000: Outstanding
Suurbraak Rising Main	3	2	R150 000: Outstanding
Buffeljags River Feeder Line	3	2	R6 500 000: Outstanding
<u>Network</u>			
Pipe Replacements	2-5	1	R500 000: Outstanding
SEWARAGE			
<u>Purification</u>			
Swellendam WWTW	4,5	1	R30 000 000: Ongoing
Barrydale WWTW (Planning & EIA)	2	2	R200 000: In process
Buffeljags River WWTW (Irrigation System)	3	2	R50 000: Outstanding
Suurbraak WWTW (Planning & EIA)	3	3	R250 000: Outstanding, but the need has been delayed

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Network			
Water & Sewerage Equipment			
Water Truck	1-5	3	R1 000 000: Outstanding
Tipper	1-5	2	R750 000: Outstanding
Electrical			
High-Up ("Kraantrok")	2-5	1	R980 000: Outstanding
High Voltage Line between Railton and Industrial Area	4,5	3	R400 000: Outstanding
Mini Sub - Van Staden Street	4	1	R200 000: Outstanding
Bundle Conductor Barrydale Town and Smitsville	2	1	R200 000: In progress, completed by June 2011
Suurbraak Sun Panel Project (Small Gas Stove Project)	3	2	R400 000: In Progress, external service provider completion by June 2012. Project has been stopped due to an Eskom rebate shortage.
Bontebok Street – Low Voltage Conductor	4	1	R90 000: In progress completion by April 2011
Thumper	2-5	3	R190 000: Outstanding
Electrician	3,4,5	1	Operating Budget: Outstanding
Streets and Storm Water			

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Compressor with Jack Hammer	2-5	2	R200 000: Outstanding
Bitumen Distributor	2-5	1	R100 000: Outstanding
Curbing Stone Moulds	2-5	1	R75 000: Outstanding
respraying Programme	2-5	1	R25 000: Outstanding
New Sidewalks	2-5	1	R500 000: Outstanding
New storm water system: Smartie Town	4, 5	4	R2 500 000: Outstanding
Bridge maintenance in Swellendam	4, 5	2	R50 000: Completed
Hellier Street storm water system	2	1	R200 000: Outstanding
Work in Jantjie Street, Suurbraak	3	1 (In process)	R350 000 (External Funding): Completed
Malagas flood line study	3	3	R500 000: Outstanding
Hermitage: Storm water crossing	4, 5	4	R40 000: Outstanding
Sidewalk and storm water pipe, Trichard Street	4, 5	1	R100 000: Side walk to be constructed by developer
Tar Olivedale Road from N2 to Buffeljags River	3	1	R2 000 000: Outstanding
Storm water in Von Manger Street	4, 5	4	R30 000: Outstanding
Urban Renewal Project	4,5	1	R500 000 (External Funds): Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Side walk Rotary Park		1	R35 000: Outstanding
Edelweiss Storm Water		1	R300 000: Outstanding
2 X 4 m ³ Tip Trucks	1 - 5		R750 000: Outstanding
Water Truck 6,000 liter	1 - 5		R1 000 000: Outstanding
Bakkie	1 - 5		R140 000: Outstanding
Side Walk Voortrek Street	1/5		R200 000: Outstanding
WATER AND SEWERAGE			
Buffeljags water line	3	3	R3 750 000: Outstanding
Bethel supply line	4, 5	5	R550 000: Outstanding
Industrial area bulk supply (SSW3.1)	1, 4, 5	3	R850 000: Outstanding
Upgrading of sewer line in Edelweiss Street	4, 5	2	R300 000: Outstanding
Upgrade of water treatment works in Swellendam	1, 4, 5	5	R1 500 000: In process
WWTW expansion, Barrydale	2	3	R1 000 000: In process

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Swellendam WWTW	1, 4, 5	1	R19 000 000: In process
Upgrade of raw water channel, Barrydale	2	3	R100 000: Outstanding
Upgrading of oxidation dams, Barrydale	2	1	R100 000: Outstanding
Upgrading of oxidation dams, Buffeljagsrivier	3	3	R6 000 000: Outstanding. But can be deferred due to proper maintenance
Upgrading of oxidation dams, Suurbraak	2, 3	3	R9 000 000: Outstanding. But can be deferred due to proper maintenance
Zone meters to be able to do water demand management	1, 2, 3, 4, 5 (roll out)	3	R50 000: Outstanding
Pre-paid water meters in Railton	5	2	R650 000: Outstanding. Not financially viable.
Suurbraak new sewerage pumping main (SSBS 1)	2, 3	3	R150 000: Outstanding
Irrigation Water: Barrydale	2,3	3	R300 000: Outstanding
Irrigation Water: Suurbraak	2,3	3	R50 000: Outstanding
Testing Equipment (Barrydale and Suurbraak)	2		R55 000: Outstanding
Pipe Replacements	1 - 5		R500 000: Outstanding
Valve Replacement	1 - 5		R35 000: Outstanding
Upgrade of raw water channel (Barrydale)	2		R100 000: Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Fire Hydrants: Replacements			R50 000: Outstanding
Barrydale WWTW (Planning and EIA)	2		R200 000: In process
Buffeljags River WWTW (Irrigation System)	2		R50 000: Outstanding
Telemetry Suurbraak Irrigation pumps	2/3		R30,000: Outstanding
IT AND OFFICE EQUIPMENT			
Plotter and scanner A3 for copying and scanning of building plans	1, 2, 3, 4, 5	1	R200 000 (External Funds): Completed
GIS	1, 2, 3, 4, 5	1	R1 400 000 (External Funds): Outstanding
ELECTRICITY			
Ring Fence Electricity Department	1, 2, 3, 4, 5	1	R2 000 000: REDs unbundled and ring fencing not required any more
NEW PROJECTS: 2011-2012			
Crane Truck			R1 500 000: Outstanding
High Voltage Cable Tester	1 - 5		R250 000: Outstanding
Install High Voltage cable between Bethel main intake substation and Swellengrebel substation (Ph 1)			R500 000: Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Upgrade of high voltage relay protection battery pack Bethel main intake substation			R150 000: Outstanding
Upgrade 315Kva transformer to 500Kva mini substation and ring main-unit at Vollenhoven Street			R250 000: Outstanding
Install High Voltage cable between Bethel main intake substation and Railton auto-recloser			R600 000: Outstanding
Scada automation system for Bethel main intake substations (Ph 1) Swellendam			R120 000: Outstanding
Upgrade Van Staden Street mini substation			R250 000: Outstanding
<u>Suurbraak:</u>			
Construct 11000 V overhead line from primary school to Tarief	2		R200 000: Outstanding
Increase NMD Eskom	2		R1 000 000: In process

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Install fuses at overhead transformers	2		R100 000: Outstanding
Re-route high voltage overhead line at Wessel street			R100 000: Outstanding
<u>Barrydale:</u>			
Construct high voltage overhead line between industrial area and Smitsville (Ring feed)	2		R500 000: Outstanding
Low voltage upgrading	2		R300 000: Outstanding
New "Urban" connection Eskom Barrydale	2		R2 400 000: Waiting for Eskom substation to be build
Energy reduction: Streetlight replacements	2		R100 000: Outstanding
MIG FUNDED PROJECTS			
Refurbish and upgrading of Swellendam WWTW			R8 000 000: In process
Upgrading of Barrydale WWTW			R10 000 000: In process
Connect Hermitage (SSW B3.2) with Bethel reservoir (SSW B4.1)			R600 000: Outstanding
Connect Water mains over R60 (Pipe jacking)			R100 000: Outstanding

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Barrydale: Rezoning of water network			R250 000: Outstanding
Swellendam: Streetlights			R150 000: Outstanding
Barrydale: Streetlights			R150 000: Outstanding
Suurbraak: Streetlights			R150 000: Outstanding
Swellendam: Railton: New Water Treatment Works			R5 000 000: In process
Upgrading of streetlights Suurbraak and upgrading of floodlights at sport fields at Barrydale, Suurbraak Buffeljags River and Railton			R1 800 000: Tender awarded – construction to be completed by June 2012
Swellendam: Railton: New Water Treatment Works (Budget Maintenance)			R3 111 400: In process
WATER DEMAND MANAGEMENT: EFFECTIVE MANAGEMENT OF WATER RESOURCES -<i>The following Projects were registered with DWAF and response re funding is being awaited</i>			

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
<p>Refurbish water network in RDP housing areas:</p> <p>Currently the UAW for the Swellendam municipal area is more or less 25%. It is believed that in older RDP-housing areas huge water losses occur due to water leaks and infrastructure that was not maintained properly by house owners. Typical problem areas are leaking cisterns and PVC taps. This program consists of door to door surveys in identified areas in the towns of Swellendam, Barrydale, Suurbraak and Buffeljagsrivier. House owners will also be informed on what the project is all about and an awareness campaign on the conservation of water will be rolled out. Step two will consist of the reparation of all leaking connections and replacement of all unserviceable plumbing items.</p>			R1,000,000: Funding not approved due to ACIP budget shortfalls – keep on for future years

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
<p>Replacement of old Asbestos Cement Water Mains:</p> <p>Currently the UAW for the Swellendam municipal area is more or less 25%. Many kilometres of asbestos cement water mains is still in use in the towns of Swellendam and Barrydale. In some of the older areas these mains are in use for over thirty years and are becoming high risk areas for pipe breaks. Currently Swellendam Municipality are in no position to detect pipe leaks other than conventional methods. Phase 1 of this project consists of the replacement of ten kilometres of 50mm and 75mm diameter old asbestos cement water mains with 75 mm diameter PVC pipes.</p>			R1,000,000: Materials were bought with the ACIP funding. Municipality must budget for installation

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
<p>Refurbishing of current control valves:</p> <p>The location and refurbishing/replacement of current control valves. Needless to say that faulty valves result in the unnecessary loss of water. Phase 1 of this project consists of the replacement of ninety 75mm, twenty 100mm and ten 150mm valves in the towns of Swellendam and Barrydale.</p>			R350,000: Materials were bought with the ACIP funding. Municipality to budget for installation
<p>Replacement of outdated domestic water meters: The water demand strategy will first and foremost focus on improving the efficiency of the current reticulation system thereby curbing water losses to an acceptable level. The replacement of outdated domestic water meters with modern and accurate equipment is considered to be a critical component in the process of implementing a water demand strategy.</p>			R615, 000: Materials were bought with the ACIP funding. Municipality to budget for installation

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Infanta: Residents request assistance with problems experienced next to the slipway. An EIA will have to be done			R50 000: Outstanding

Table 24: LED and Tourism

Budget Planning for Wards

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Informal Trading Areas: Barrydale, Suurbraak, Swellendam	2,3,4,5	1	R300 000: Funding applications submitted, but no response received as yet. No municipal contribution due to lack of funds
Comprehensive Skills Audit & Plan	1, 2, 3, 4, 5	1	R150 000: Outstanding – financial constraints
Integrated signage programme involving new N2 Tourism Signage and Heritage, Arts and Culture Signage	1, 2, 3, 4, 5	2	R60 000: Outstanding – financial constraints. STO busy investigating this matter
Develop Tourism Outreach Programme	1, 2, 3, 4, 5	3	R10 000: In process (STO)
Establishment of household food gardens and a Township Agricultural Meander	4,5	1	R250 000 (External Funds: Dept of Economic Dev & Tourism): Funding application/Business Plan submitted

MUNICIPAL PRIORITY	WARDS AFFECTED	PRIORITY	NOTE
Develop Comprehensive Tourism Strategy	1 – 5	3	R20 000: In process in co-operation with STO
Develop Heritage Route	1 – 5	3	External Funding: Outstanding – financial constraints
Development of Historic Town Square (Suurbraak)	3	3	External Funding: Outstanding – financial constraints

FUNDING

9. MUNICIPAL TURNAROUND STRATEGY

Council's Strategic Input:

In a strategic planning session with Council during the Second Generation IDP, the Municipal Manager and Directors of the various departments gave presentations on the performance and strategic shortcomings in their departments. A summary of the issues raised as well as the interventions approved by Council is set out hereunder. Table 25 gives a broad summary of the strategic issues raised during this session as well as resulting issues which is now part of the Swellendam MTAS. Whilst it clearly reiterates some issues described under Table 25, Table 26 goes into more detail on certain aspects. The low administrative capacity of the municipality, a well-defined personnel skills problem in some areas and major backlogs in infrastructure development and maintenance, linked with financial constraints stands out. Indication is also given hereunder of progress with approved interventions.

9.1. General areas of concern in the Municipality

Table 25: General areas of Concern in Municipality

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
<u>Office Accommodation:</u> There is a serious shortage of office accommodation for personnel which can have a limiting impact on service delivery	That a report be submitted to Council as a matter of urgency to consider the options for either the renting or construction of offices	In Progress: First Phase of construction completed. Existing buildings to be altered to accommodate staff
<u>Communication:</u> That an improved communication system be implemented as a matter of urgency in order to address the poor communication between Councillors and Management, with and between Departments as well as liaison with the public.	<ul style="list-style-type: none">▪ That the Municipal Manager draws up a Communication Strategy for implementation after Council approval.▪ That one person be identified per Department to deal with, follow up and complete all correspondence and communication.▪ That improved communication procedures for Council Resolutions to the public be implemented.	<ul style="list-style-type: none">▪ Communication Plan in process of drafting▪ In process▪ In process

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
Customer Care Service: Several complaints regarding poor client service are received daily from the public	That the implementing of a proper Customer Care Service be continued with and that the enhancement of the corporate character and image of the Municipality be addressed on the medium term.	Addressed: The Ignite Client Care System is currently being implemented and training of personnel has already started.
Corruption: Several allegations of corruption are made daily, especially against the Traffic Department. These allegations are however not limited to the Traffic Department but includes amongst others, the illegal use of municipal vehicles, equipment, etc.	<ul style="list-style-type: none"> ▪ That the MM immediately investigate the individual cases and implement interventions and actions as may be needed. ▪ That strong action be taken as an example to other employees that corrupt actions by officials will not be further tolerated in the future. ▪ That additional pre-emptive measures be implemented, eg internal oversight, internal audit and rotation of personnel. 	In Process: Disciplinary action took place. Problems are however still being experienced in this regard in several Departments.
Disciplinary Action: The general approach of employees is that discipline does not have to be applied as guilty persons are never really punished.	<ul style="list-style-type: none"> ▪ Better structuring of disciplinary action. Disciplinary action and application must be progressive ▪ Specific actions against subversive deeds by personnel must take place. ▪ Application of discipline is the responsibility of Directors. ▪ Avoid suspension of personnel where possible ▪ The lapse of long periods of time before disciplinary actions take place must be avoided. 	Ongoing process: <ul style="list-style-type: none"> ▪ The collective agreement regarding the use of external prosecutors, etc has placed a great burden on the Administration as there is a lack of capacity/expertise internally to deal with these matters. (Training underway for Presiding Officers and Initiators).

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
<p>IT System: The current IT System is outdated and doesn't integrate with other systems being used.</p> <ul style="list-style-type: none"> ▪ The current service providers must be taken to task so that systems which do not work can be replaced. ▪ Considerable expense is coupled to these systems, but funds can be obtained from MSIG/FMG funds. 	<ul style="list-style-type: none"> ▪ Processes for the appointment of service providers must be started with. ▪ Integration of IT systems must be done. ▪ Replacement/upgrading of systems like the financial system/GIS system/other systems must improve in order to generate proper management reports. 	<p>The current financial system in use is being utilised successfully by other Municipalities. Under the current circumstances in terms of capacity in the finance department, the department will not benefit from changing the financial system</p>
<p>Personnel: There are critical shortages of personnel and capacity must be established as a matter of urgency in certain sections/departments.</p>	<ul style="list-style-type: none"> ▪ Contractual appointments must be made to create interim capacity until suitable personnel can be found. External consultants must only be used where specialist knowledge cannot be contracted in. ▪ Better utilisation of personnel in the following ways: <ul style="list-style-type: none"> ° Restructuring in certain cases ° Redetermination of job descriptions ° Transfer of personnel ° Specific problem cases must be identified in accordance with the impact and extent of the individual case. ▪ General training/re-training of personnel with specific focus on: <ul style="list-style-type: none"> ° Improvement of specific skills ° Middle Management ° Supervision ▪ Utilisation of the following funding sources to address capacity shortcomings: <ul style="list-style-type: none"> ° FMG and MSIG Funds ° Specific budget adjustments ° Moving of funds in the budget 	

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
<p>Barrydale Office: Several complaints and allegations are received daily from the Barrydale community, namely:</p> <ul style="list-style-type: none"> ▪Allegations of inconsequential actions ▪Incorrect accounts and levies ▪Poor service delivery ▪Poor communication ▪Unproductive personnel 	<ul style="list-style-type: none"> ▪Audit of the accounts which were levied incorrectly ▪Appointment of a Customer Care Official ▪Appointment of a person to deal with the technical/engineering management of Barrydale. ▪Investigation into the functioning of services in Barrydale by way of: <ul style="list-style-type: none"> °The undertaking of a study of procedures/personnel structures °Redetermination of business processes °Reorganisation of personnel ▪The execution of planned actions as immediate priority in terms of the identification/reallocation of available funds. 	<p>The complaints are the result of the lack of capacity in the finance department. New appointments have been made i.t.o. the handling of enquiries. Currently finance staff are being trained in using the SAMRAS system effectively</p>
<p>Performance Management: ▪Currently the municipality is not complying to legal requirements for performance management</p>	<ul style="list-style-type: none"> ▪Implementation of a performance management system as priority ▪Appointment of personnel for performance management data capturing ▪Training of Directors/personnel to use the system 	<p>Being implemented</p>

9.2. Areas of Concern: Different Departments

Table 26: Areas of Concern: Departments

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
<u>Office of the Municipal Manager</u>		
<ul style="list-style-type: none"> ▪IDP Office Capacity problems due to vacancy (IDP Officer). With filling of this post, restructuring must receive attention. No vacancy exist for IDP Manager ▪LED Office Capacity/funding constraints 	<ul style="list-style-type: none"> ▪Restructure the IDP function ▪Advertise IDP position(s) ▪Capacitate LED Office/ Appoint LED Officer ▪Ensure sufficient funding in Budget for execution of LED function 	Outstanding. Full function still being done by Manager Strategic Planning.
Tourism: Transfer of full function to STO	<ul style="list-style-type: none"> ▪Allocation of full tourism function to the Swellendam Tourism Association and Re-utilisation of duplicated/redundant personnel 	Outstanding. Finalised
Internal Audit	<ul style="list-style-type: none"> ▪Do not comply with statutory requirements ▪Inadequate internal oversight and management creates opportunities for corruption 	Outstanding MM/CFO
	<ul style="list-style-type: none"> ▪Internal capacity in terms of audit clerks must be created due to the fact that internal auditors are scarce and expensive and the appointment of an external firm to deal with the internal auditing function only adds limited value ▪Appoint 2 x audit clerks, with external audit firm only supervising ▪Risk analysis must be followed by a Risk Management Plan ▪Audit Plan must be drawn up ▪Implement External Audit Committee: <ul style="list-style-type: none"> ◦Accept Audit Charter ◦Accept Audit Plan ▪Oversight and Monitoring of: <ul style="list-style-type: none"> ◦Internal audit results ◦Specific risk areas ◦Performance measuring ◦Legal compliance ◦ Financial Statements/ Audit Report/Annual Report 	

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
<u>Corporate Services</u>		
Human Resource Management Current personnel does not have the necessary skills and capacity to deal with all personnel functions	<ul style="list-style-type: none"> ▪ Training of current staff ▪ Improved policies/procedures for human resource management ▪ Compilation of an improved Appointment Policy ▪ Making use of specialist experts – for example prosecutors at disciplinary hearings, etc from other municipalities in terms of the Collective Agreement. ▪ Staff shortage 	Receiving attention: Several employees in process of training. Envisaged to further expand training programme
<u>Financial Services</u>		
Revenue Collection <ul style="list-style-type: none"> ▪ Income is not collected optimally. Total potential income of the Municipality must be collected ▪ The proposed intervention must have high priority from FMG Grants 	<ul style="list-style-type: none"> ▪ Appointment of senior/skilled personnel ▪ Correction of data base ▪ Implementation of a process of oversight and control ▪ Improved customer care (dealing with queries) ▪ Training/Re-training of personnel ▪ Utilisation of FMG funds 	Lack of capacity in the finance department. New appointments have been made i.t.o. the handling of enquiries. Training programme in place
Credit Control <ul style="list-style-type: none"> ▪ Credit control must function optimally/fully (capacity for effective credit control must be created ▪ Bad debt is rising ▪ Payment ratio is declining 	<ul style="list-style-type: none"> ▪ Appointment of credit control personnel – function is outsourced ▪ Training/re-training of personnel is ongoing ▪ Correction of data base is ongoing ▪ Improved Credit Control System: <ul style="list-style-type: none"> ° Policy is being revised with the new budget ° Indigent registration is ongoing ° More efficient system (decisions taken quicker) ° User friendly/customer care ° Review system of delegations ° Dispute resolution mechanism ▪ Writing off of irrecoverable debt 	Same as above

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
Purchasing/Stores: Functioning of this office must be improved	<ul style="list-style-type: none"> ▪Improved control/management Creation of senior management capacity ▪Improved procedures and systems for: <ul style="list-style-type: none"> °Purchases °Stores stock levels °Document management ▪Implementation of internal control (oversight) ▪Restructuring of division to function better ▪Re-utilisation/re-training/training of personnel 	Currently finance staff are being trained in using the SAMRAS system effectively
Expenditure Control: Financial system (IT) inadequate and this must be addressed as a matter of urgency	<ul style="list-style-type: none"> ▪Improve financial system and procedures ▪Appointment of more personnel ▪Setting of performance targets 	Currently finance staff are being trained in using the SAMRAS system effectively
Financial Management Budget control and format inadequate and can be improved	<ul style="list-style-type: none"> ▪Appoint senior managerial personnel/create capacity so that there can be compliance to the legal framework, good control and management requirements can be met ▪Good budget reporting is optimised by the full utilisation of the SAMRAS system. We are now able to produce Budget reports in the correct format. 	The consultants MUBESKO together with SAMRAS assists as and when needed
Affordability of Services <ul style="list-style-type: none"> ▪The structure of service levies is confusing to the public ▪Service charges are increased (unmanageably) and are getting unaffordable ▪Choice must be made between increase of service tariff or the lowering of the service standard/level 	<ul style="list-style-type: none"> ▪Indigent allocations must be based on the principle that no indigent person receives a municipal account. ▪Tariffs must be structured in such a way that: <ul style="list-style-type: none"> °It must be made less complex (eliminate confusion) °Equalisation between towns/areas - same tariff/costs for the same level of service °User Pay principle must become applicable and cross subsidising must stop °Communication/public participation regarding tariff determination must take place properly and in good time 	The indigent and debt collection policies will be reviewed to address these challenges

AREA OF CONCERN	APPROVED INTERVENTION	NOTE
Engineering Services		
Sewerage Capacity The affordability of the upgrading of the sewerage capacity of Swellendam must be determined	<ul style="list-style-type: none"> ▪ Project must be implemented as and when affordable ▪ External funds must be obtained 	Business plans were submitted to MIG and DWA but was unsuccessful so far. MIG funding were utilised for the first phase and the RBIG funding made available
Equal Service Levels: Equal levels of service in all areas must be strived for	<ul style="list-style-type: none"> ▪ Budget incrementally for service level equalisation – not only when it is affordable ▪ Budget in line with consumers' willingness to pay for improved levels of service (Service Improvement Districts) 	No progress
Replacement of Infrastructure Infrastructure and assets are ageing rapidly and this is also a historical and systemic problem which must be addressed	Provision must be made continuously on budgets for the replacement of infrastructure and other assets	No progress
Middle Management Serious lack of capacity in terms of effective middle level management in all line departments	<ul style="list-style-type: none"> ▪ Implementation of training programmes for supervisors ▪ Appointment of more supervisors/ middle level managers 	No progress
Hot spot approach to be followed	Proposals for labour intensive projects to be submitted which can result in the implementation of specific infrastructure maintenance work	Hot spot approach not implemented. More action is needed to roll out EPWP projects

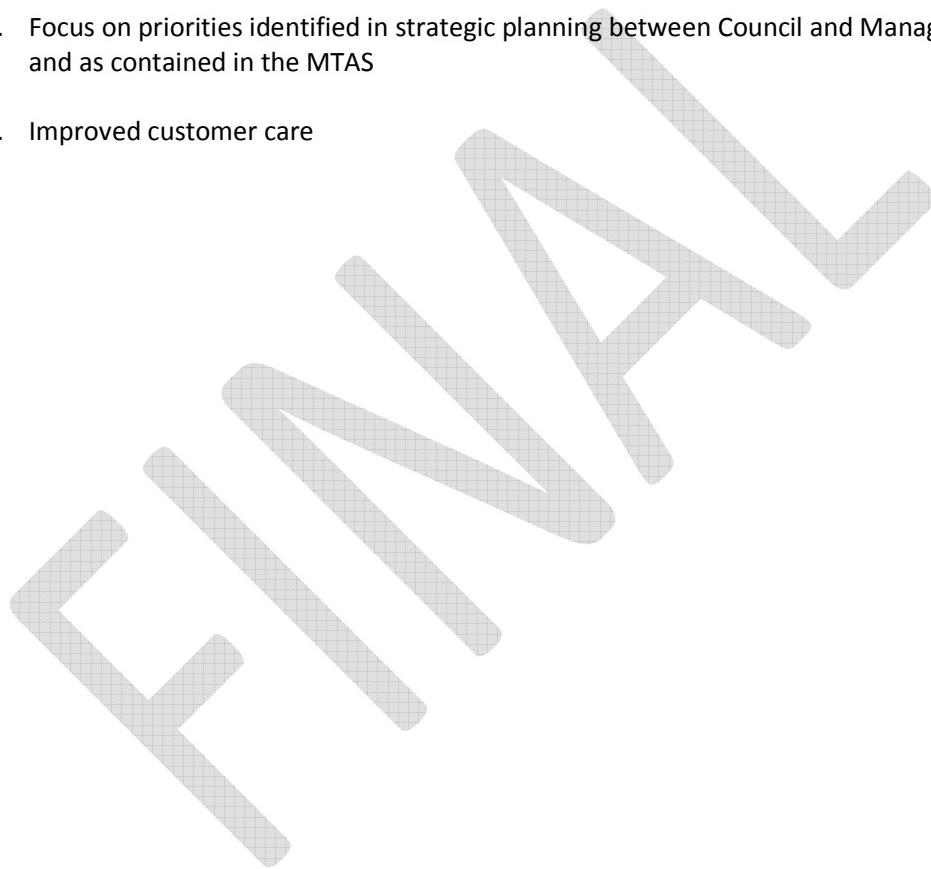
AREA OF CONCERN	APPROVED INTERVENTION	NOTE
Community Services		
Housing Projects Incapacity to implement housing projects properly and effectively	Implementation of alternative arrangements for housing project management	No houses could/can be built due to the lack of infrastructure and capacity (especially sewerage) as well as the outstanding approval of the EIA and the ROD.
Traffic Department ▪Functioning must improve ▪Business procedures must be revised	▪Improve image of Traffic Department ▪Implement Management Intervention with immediate effect with regard to: °Addressing of corruption °Improving service delivery °Rotate staff °Review and improve business processes °Improve neatness traffic centre	

9.3 Summary

Four broad basic aspects as now contained in the MTAS remain unchanged from the previous year's IDP and also form the basis for the 2011/2012 Revised IDP. These are:-

1. The strategy to concentrate on priority outputs attainable within the monetary constraints of the municipality, with specific focus on financially viable service delivery, development of internal capacity and improved communication, both internally and externally:
 - Council's primary aim is to create a financially viable municipal institution crucial for the provision of municipal services in a sustainable manner

- Council's main challenge relates to maintaining service quality/levels and affordable services
 - A further of Council's main challenges is to upgrade bulk services so as not to hamper development
2. Acquire land for housing and cemeteries
 3. Focus on priorities identified in strategic planning between Council and Management and as contained in the MTAS
 4. Improved customer care



10. FOCUS ON KEY ISSUES IN MUNICIPALITY TURN AROUND STRATEGY

Council has accepted Swellendam Municipality's role and responsibility with regard to the Turnaround Strategy for Local Government, including the five key focus areas, introduced at the end of 2009 and the fact that the IDP is viewed as a critical vehicle to affect this strategy.

Some of the assumptions of the Local Government Turn-around Strategy (LGTAS), 2009, speak directly to the vision and mission of the Swellendam Municipality, i.e.:-

- Effective service delivery
- Transparent institutional and infrastructure development
- Sustainable local economic development and the establishment of public/private partnerships
- Governance for the people by the people

10.1 BASIC SERVICE DELIVERY

The provision of basic services is the one aspect on which the communities are the most articulate and Council and Management is well aware of the needs that exist. **Table 27** shows the MTAS priority turn around focal areas as well as the strategies to address it.

Table 27: Priority Focal Areas in terms of MTAS - Basic Service Delivery

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.1.1 Sewerage Works Inadequate</u>	Master planning has been completed. Projects have been included in IDP and budget frameworks. Awaiting DWAF approvals and ROD on EIA's.	System problem: Governmental transitional situation. Changes in legislation. Lack of funding to address problem in total at all towns.	Municipality to have a meeting with the DEA&DP / DWAF to try and unlock project. Funding application to be submitted to National Government.	30% completion of the construction phase at Swellendam Sewage Works. Permit applications, EIA's and ROD must be finalised for upgrading project in Barrydale.	DEA&DP to support municipality in terms of ROD for EIAs. Possible Funding. Loan from DBSA. DEA & DP and DWAF to support Municipality.	TOTAL: R85 million (Swellendam and Barrydale):- R55 million (National/Provincial) R20 million (Local)	Construction has started on Phase 1. Phase 1 will provide capacity to treat the current flow Phase 1 completed. Tender has been asked for phase 2a& b. tenders will be awarded once funding has been obtained

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.2 Office Space Insufficient</u>	Awaiting approval on financing from Council. Planning in process. Because of a lack of office space critical vacancies can not be filled and proper service delivery is restricted.	Expansion of organisation due to new dispensation. Establishment of additional municipal functions. Failure to provide sufficient office space for changed functions and amalgamated municipality after 2000.	Council approval	Completion of first phase	Possible funding from National and Province. Loan from DBSA:	<p>TOTAL: R4 million (Phase 1 & 2) R6 million (Phase 3) :-</p> <p>R1.8 million (Provincial - Requested funding for Phase 3).</p>	<p>First Phase completed. Alteration to existing buildings to accommodate staff in planning process</p> <p>No external funding was received</p>

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.3 Water Treatment: Urgent Upgrading to comply with Blue Drop certification for all towns.</u>	Prohibits future development and growth and is also outdated/old. Council already approved certain interventions after evaluations have been done. The funding of upgrades and environmental processes needs to be finalised.	Standards for water purification and infrastructure outdated. Capacity constraints for water purification exist.	Complete master planning and make provision for 15% of the projected expenditure. In-house capacity to be used for designs. Initiate and undertake EIA's for expansion. Municipality to register this project as a MIG project. Municipality to source all possible grants to address problems.	Certain interventions planned to achieve ultimate Blue Drop compliance. Upgrading to inlet works and flocculation channels completed for compliance. Master planning and EIA's for expansion completed.	DEA&DP to support Municipality in terms of EIAs. DWAF and DLG&H to support. Funding support through MIG Funding.	TOTAL: R4 million (Phase 1):- R2 million (National) R2 Million (Local)	<p>PRELIM DESIGN OF THE Swellendam WTW has been completed and funding application was submitted to MIG.</p> <p>Water safety plans were completed for all towns.</p> <p>Operators are currently undergoing training. More operators are required</p>

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.4</u> <u>Establishment of transfer stations for refuse services in Infanta, Malagas and Barrydale</u>	Current transfer facilities do not comply to set standards.	Current service delivery not compliant to new legislation and regulations.	Source funding.	Funding sourced for EIA's and permit applications.	Provide funding for investigations.	TOTAL: R 250000:- R200 000 (Prov) R200 000 (Local)	The establishment of transfer stations can only be investigated after the registration processes as explained below are completed as on all the sites there are different activities.

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.5. Closure of landfill sites (without permits) in Infanta, Malagas and Barrydale</u>	Old landfill sites must be properly closed in terms of legislation. Sites currently illegal used.	Old landfill sites used in previous dispensation. Landfill sites situated on private land and illegally used by community.	Source funding.	Funding sourced for EIA's and permit applications.	Provide funding for investigations.	TOTAL: R 250000 R200 000 (Prov) R200 000 (Local)	The landfill sites crucial role it plays at this stage. It was agreed that these landfill sites would not be closed but we will start the registration processes of all these sites in terms of the NEMA legislation. Thereafter the activities and permits will follow as these are not fully fletched landfill sites but rather temporary offset sites/collection points.

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.6. Upgrading of landfill site to comply to permit conditions.</u>	Current permitted landfill site in Swellendam (Bontebok Landfill) site do not comply to permit conditions	Management principles used for landfill site do not comply to permit conditions and / or new regulations and or legislation, as pointed out by recent compliance study undertaken by DEA & DP.	Provide funding for master planning. Implement planned compliance interventions.	Master planning for landfill sites completed. 25% of planned compliance interventions completed.	Financial assistance.	TOTAL: R 2 million R1,5 million (National) R500 000 (Local)	Receiving attention supply chain procedures in process. A fence has been erected as required by legislation. Scavengers at the site pose a problem The upgrading will take place over two book years as it will be a time consuming process to complete.

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
<u>10.1.7. Land Availability: Land needed for cemeteries and housing in Buffeljagsrivier.</u>	Shortage of land. Cemetery full and land is needed for future housing development / community facilities.	Blockages/shortcomings in basic infrastructure, community facilities and housing needs. Influx of people into Municipal area and natural population growth.	Municipality planned and programmed cemetery, community hall and housing. Included in IDP as priority. Unblocking of the land availability issue needed in order to proceed. 50% of development of community hall / cemetery completed	Land availability issues to be addressed. Identify suitable land by 2011. Established new cemetery and community facility (hall) by 2011.	Release of land by government. Provincial and National Public Works departments to provide the use of available the land as matter of urgency. Provision of funding.	TOTAL: R4.4 million R3.8 million (National/Prov) R600 000 (Local)	No land available for housing. Only on Sovereign can 36 housing units be developed. This can not proceed due to the lack of infrastructure and outstanding EIA. The development of a graveyard for Buffeljagsrivier is also impossible as there is no land available. The Community Services and the Department of Public Works launched an investigation by means of site visits and it proved that it is not economically viable to have a graveyard in this area now. The director for community services persuaded the council to shift that capital funding to the extension and rehabilitation of the landfill site as there is a dying need for it.

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.1.8.</u> <u>Upgrading and maintenance of streets and storm water.</u>	Master planning in process to be completed. Pavement management plan has been completed and is in process to be implemented.	Lack of proper maintenance over the past 14 years. Climate changes causes increased flash flooding, with resulting impact on storm water systems.	Complete master planning and update pavement management plan. Budget for funds for implementation of plans. Implement planning objectives a risk mitigation measures.	Completed master planning. 10% implementation of risk mitigation measures for storm water management and flooding. 50% implementation of pavement management plan.	Financial assistance where possible to speed up process and to address critical issues.	TOTAL: R2.5 million per annum over next ten years. (Local)	More money is being spent on roads maintenance, but it is still not adequate to catch up

<u>TURN AROUND FOCAL AREA</u>	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.1.9. Correction of flood damage to Infrastructure.</u>	Infrastructure has been damaged over years because of floods caused by climate changes. Repair to infrastructure still need to be done and risk mitigation methods to prohibit re-occurrences must be implemented.	Climate changes. Improper past planning. Lack of risk mitigation measures.	Planning of risk mitigation measures for problem areas. Sourcing of funding to address problem areas and backlogs. Implementation of funded projects for risk mitigation and repair of damaged infrastructure.	40% of backlog to be addressed. 50% of risk mitigation measures to be planned and designed for identified problem areas.	Funding.	<p>TOTAL: R50 million Any available funding. R45 million required. R5 million (Local)</p>	Most of the flood damage works were completed. Some work is outstanding due to a funding rollover problem.

<u>TURN AROUND FOCAL AREA</u>	<u>CURRENT SITUATION</u>	<u>CAUSES</u>	<u>STRATEGY TO ADDRESS /MUNICIPAL ACTION</u>	<u>CHANGED SITUATION BY JUNE 2011</u>	<u>UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)</u>	<u>ESTIMATED AMOUNT</u>	<u>NOTE</u>
10.1.10 Sustainable provision of electricity supply.	Electricity demand exceeds supply.	Economic growth and migration of people require additional housing and infrastructure. Electricity demand exceeds supply which restricts development, economic growth and creation of job opportunities.	Compile energy saving strategy and plans to manage electricity demand.	Improved electricity supply to meet demand.	Improve electricity generation and electricity supply to area.	Unknown Funding for ESKOM (National)	NMD has been increased for Swellendam, Eskom has been requested to plan and quote for an increase of NMD for Suurbraak and Barrydale Suurbraak Completed
10.1.11. Electricity network integrity.	Electricity network require urgent maintenance / upgrading to comply to demand and safety standards.	Failure to properly maintain / upgrade electricity network.	Budget for maintenance / upgrading / improvement of electricity network.	Achieve 75% of maintenance / upgrading / improvement objectives.	Clarification on situation with REDS and associated capital expenditure. Assistance with funding.	TOTAL: R4.5 million. Financial assistance from National R4.5 million (Local)	Various network lines were replaced and +- 70 % of all substations were serviced and repainted. Still a lot of old lines that needs replacement

10.2 COMMUNITY INVOLVEMENT: PUBLIC PARTICIPATION

The Municipality places a high premium on public participation as part of effective governance. **Table 14** shows the MTAS priority turn around focal areas in respect of public participation as well as the strategies to address it.

Table 28: Priority Focal Areas in terms of the MTAS - Public Participation and Involvement

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATIO N BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.2.1 Improved Communication</u>	Insufficient / inadequate communication between community and Council, as well as between Council and the administration.	Lack of funding and capacity in administration to provide support services, systems and structures to address issues. Communication difficulties between Municipality / municipal council and community. Public Participation Strategy not sufficient for current needs.	In process of identifying issues and possible interventions. Ward Committees re-established to the guidelines & functioning effectively. Accountability of Councillors on decisions emanating from Council Meetings to be advocated. Active community participation in decision making to be encouraged. Encourage Councillors to undergo training on roles and responsibilities (Establish a Customer Care Service/Complaint System for municipality. Design/establish communication systems	To establish a functional client services system. To review and amend the present communication strategy and to implement specific systems for communication. Address capacity and support constraints.	DLG&H to follow up on MSIG for Ward Committees and communication. SALGA to roll out Councillor training on roles and responsibilities. DLG&H to assist with Ward Committee training. CBP. Department of Environmental Affairs to issue the guideline community participation on EIA. COGTA to deploy expertise and funding to assist the municipality.	TOTAL: R350 000 (Local)	Council in process of drafting a Communication Strategy and appointing an additional Community Liaison Officer. Ward Committees will be established in April 2012.

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATIO N BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.2.2 Language barriers.</u>	Afrikaans is dominating language. Language profile of area is changing which require a new approach.	Migration of people in terms of economic opportunities and safety issues.	Create capacity and system for translations a multi-lingual communication.	Creation of multi-lingual communicati on with community.	Funding assistance if possible.	TOTAL: R250 000 (Local)	Outstanding – financial constraints

10.3. GOVERNANCE

10.3.1. Political Management and Oversight

Table 29 shows the MTAS priority turn around focal areas in respect of political oversight as well as the strategies to address it.

Table 29: Priority Focal Area in terms of the MTAS - Political Oversight and Management

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
10.3.1.1 Interference in administration by Councillors/Political Parties	The roles of politicians and administration are blurred. This undermines legislation, policies, procedures and internal plans which are in place and inhibits the work output of the officials responsible for the action planning.	Lack of commitment to policies and procedures. Political motivations & insufficient communication between Councillors and administration	Clarification of the different roles of policy makers (Councillors) and administration/ Implementing of measures to enhance communication between Council and Administration. Sensitise Councillors re negative impact of political interference.	Situation addressed 100%. Councillors trained to roles and responsibilities / enhanced communication. Commitment by all parties to adhere to roles and responsibilities	DLG&H to assist with Councillor training/Imposing of roles and responsibilities from National level. SALGA to roll out training/sensitisation programme. Monitoring and actions against transgressions.	TOTAL: R150 000 R50 000 (Provincial) R50 000 (National) R 10,000 (Local)	Outstanding: SALGA to assist

<u>10.3.1.2 Community expectations</u>	Community expectations exceed affordability because of political promises.	Political promises.	Communication with community to address the problem.	Improve realism into community expectations.	Political strategies to address the problem.	TOTAL: R50 000 (Local)	Outstanding
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Costs in this regard are provided for in the operating budget. The Municipality will need the following assistance from the Government: DLG&H to assist with Councillor training/Imposing of roles and responsibilities from National level. SALGA to roll out training/sensitisation programme

10.3.2 . Corporate Service Delivery/Institutional Development (Administration)

It must be accepted that no municipality can render an effective service or develop institutionally to its full potential without the presence of enough well-trained and –skilled staff appointed in positions where they can really make a contribution, the necessary internal administrative systems and policies to support them and adequate office equipment and space to operate in. Furthermore there must be constant effective internal and external communication.

Table 30 shows the MTAS priority turn around focal areas in respect of corporate service delivery as well as the strategies to address it.

Table 30: Priority Focal Area in terms of the MTAS - Corporate Service Delivery / Institutional Development (Administration)

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.2.1 Traffic Department: Serious HR and Equipment Constraints</u>	The Department is largely dysfunctional. This leads directly to loss of revenue and in some instances fruitless expenditure. Allegations of corruption are made regularly by the public.	Lack of suitably qualified/skilled staff. Lack of supervisory and management capacity. Financial constraints also impacted negatively on acquisition of equipment and staff. Lack of discipline and occurrence of subversive behaviour.	Appointment of suitable staff. Institution of disciplinary action where needed. Acquisition of necessary and required equipment. Provision made in Budget. Oversight over the division improved/addressed.	Situation addressed 100% - i.e. suitable appointment of skilled traffic officers and managers; employee training; disciplinary action where needed & acquisition of equipment as needed.	Possible funding from Government. Possible deployment of expertise to Municipality	TOTAL: R1.75 million (Local)	<p>The Council has recalled which left the department in grave need for staff and equipment. Thus far no permanent appointments have been made and most of the crucial posts for service delivery are contract posts.</p> <p>Notwithstanding the fact that vehicles and required equipment in terms of legislation has been acquired, it still leaves the traffic department at risk for poor service delivery.</p> <p>The traffic department has no back office support for the addressing of speed and Law enforcement as stipulated in the legislation. This</p>

							<p>opens the door for traffic violators to do as they please as there is no court cases brought before the court.</p>
<u>10.3.2.2 General corruption and the misuse of municipal equipment.</u>	Allegations of corruption made regularly (especially with regard to the Traffic Department) as well other instances like the misuse of official vehicles, etc.	Lack of ethics, poor staff discipline, lack of skills and limited supervisory capacity. Control systems poor.	Adoption and implementation of an anti-corruption strategy. Appointment of skilled/experienced staff. Staff orientation in terms of ethical behaviour. Training and where necessary disciplinary procedures to be instituted. Implementation of further pre-emptive measures like improved control of equipment/internal oversight/auditing/enforcement of the acceptance of responsibility.	Situation addressed 100%:	COGTA and Province to deploy experienced capacitated staff / provide assistance to Municipality.	<p>TOTAL: R200 000 plus salary costs which is dealt with under "Personnel" in this template)</p> <p>R 100 000 plus salary costs (Local)</p> <p>R50 000 plus salary costs. (Provincial)</p> <p>R50 000 (Local)</p>	<p><u>INPUT DIR COMM SERVICES:</u> Strict control measures have been put in place to curb the misuse of equipment and vehicles of the department.</p>

<u>TURN AROUND FOCAL AREA</u>	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.2.3 IT Systems and services.</u>	IT system is not fully utilised. Software is not integrated with other systems used which leads to problems. Services of IT service provider not satisfactory. The function of system administrator should be controlled by the Municipality	Financial constraints in the provision of funding to improve IT systems. Management in the past neglected to give the required attention to the lack of IT skills of staff. Problems with service provider not addressed as and when necessary.	Problem with service provider to be addressed. IT Systems to be upgraded / replaced / integrated. IT training for staff to be implemented.	Process to appoint alternative service provider / improve service delivery concluded. Integration / replacement / upgrading of IT systems / software completed.	Possible funding from MSIG/FMG Funds.		The current financial system in use is being utilised successfully by other Municipalities. Under the current circumstances in terms of capacity in the finance department will not benefit from changing the financial system
<u>10.3.2.4 Shortage of skilled staff.</u>	Critical shortage of skilled staff which impacts negatively on performance and service	Selective / appropriate appointments were not always done. Lack of oversight and control to identify	Adjust staff establishment in accordance with LGTAS objectives. Provide job descriptions for each position. Appointment of skilled / experienced staff. Contractual appointments as interim	Re-alignment of staff establishment in accordance with LGTAS objectives. Contractual appointments to be made to create	Possible funding MSIG/FMG Funds. COGTA to deploy expertise to Municipality	TOTAL: R4.6 million	Outstanding: Revision of Council Resolution re Organogram makes appointment of staff/restructuring impossible.

	delivery.	and address problems and shortcomings. Vacancies (including strategic vacancies) were not filled for long periods of time due to financial constraints.	measure. Implement measures to utilize personnel more effectively. Problem areas / cases to be identified and addressed. Training and re-training of staff. Rotation of staff.	interim capacity until suitable personnel are found. Personnel to be utilized more effectively. Problem areas / cases must be identified and addressed. General training / re-training of personnel to be implemented.		R3.1 million (Provincial) R500 000 (Local)	Selected training is taking place but it is a long term process
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The following Government assistance will be needed: Possible funding from Government. Possible deployment of expertise to Municipality COGTA to deploy expertise to Municipality

10.3.3 Financial Management

Table 31 shows the MTAS priority turn around focal areas in respect of financial management as well as the strategies to address it.

Table 31: Priority Focal Area in terms of the MTAS - Financial Management

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.3.1. Inadequate Internal Audit Function</u>	Do not comply with statutory requirements. Division not functioning optimally due to vacancies. Lacking supervisory capacity.	Internal audit function not fully implemented yet. Capacity (skills) constraints.	Appointment of skilled personnel (Audit Clerks and Internal Auditor). Implementation of processes of internal oversight and control. Internal audit plan to be drawn up. Risk management plan to be updated.	Addressed 100%. Internal auditing function fully functional.	Funding through FMG Grant. Possible deployment of expertise as interim measure.	TOTAL: R 750 000 FMG & MSIG funding R150 000 (Local)	Audit clerk appointed and in the process of being capacitated

<u>TURN AROUND FOCAL AREA</u>	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.3.2. Inadequate Budget & Financial Control and Management</u>	Inadequate budget control and budget management.	Lack of capacity and control systems.	Appoint skilled senior managers and staff. Create capacity on staff establishment as to allow for compliance to legal framework. Management & internal control problems to be addressed.	Problems with budget control and budget format 100% addressed.	Funding through FMG Grant. Possible deployment of expertise as interim measure)	Currently finance budget office staff are being training in using the Samras system effectively

Assistance in the form of funding and the possible redeployment of expertise to the Municipality as an interim measure will be needed.

10.3.4. 2011 Priorities: National Priorities

Table 32 shows the MTAS priority turn around focal areas in respect of Government's 2011 National Priorities as well as the strategies to address it.

Table 32: Priority Focal Areas in terms of the MTAS - National Priorities (2011)

TURN AROUND FOCAL AREA	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.4.1 Filling of critical senior vacancies.</u>	Only 50% of senior management positions filled. Severe lack of capacity inhibits service delivery.	Financial constraints. Resignation of previous incumbents.	Appointment of skilled senior managers. Contractual appointments in place as interim measure.	Strategic positions filled. Contractual appointments made until suitable employees are found	COGTA to deploy expertise to Municipality	TOTAL: R2.5 million FMG & MSIG funding R2.5 million (Local)	Outstanding: Revision of Council Resolution re Organogram makes appointment of staff/restructuring impossible. Certain posts are being filled.
<u>10.3.4.2 Plans to achieve clean audits</u>	No audit opinion expressed	Lack of capacity. Problems experienced during audit with staff deployed to undertake audit. Audit standards to be used in dispute.	Address problems with regard to lack of skills, capacity, IT and financial systems, etc (as set out in previous paragraphs).	Clean audit report. All issues addressed and implemented fully. Problems with auditing process eliminated and addressed.	See previous paragraphs. Municipality to be assisted with problems being experienced with Auditor-General / auditing processes / auditing standards used / enormous audit costs.	See paragraphs 4.1- 4.8 above	Mubesko is appointed to assist with the implementation of GRAP and subsequently to achieve cleaner audits

<u>TURN AROUND FOCAL AREA</u>	CURRENT SITUATION	CAUSES	STRATEGY TO ADDRESS /MUNICIPAL ACTION	CHANGED SITUATION BY JUNE 2011	UNBLOCKING ACTION NEEDED BY OTHER SPHERES/AGENCIES (INTERVENTIONS/TECHNICAL SUPPORT)	ESTIMATED AMOUNT	NOTE
<u>10.3.4.3. Implement comprehensive Infrastructure Plans (MIG Funding 2018)</u>	Master Plan for Water, Sanitation and Electricity Provision completed. Energy Strategy currently being compiled. Storm Water Master Plan will be completed after completion of River Management Plans.	Historic infrastructure backlog. Poor maintenance of infrastructure over past two decades.	Implement capital projects as funding become available.	Address backlog in terms of master planning completed and affordability.	Provision of funding for infrastructure development. MIG Funds.	TOTAL: R150 million R135 million (national) R15 million (Local)	Inadequate funding to address the plan

10.3.5. 2014 Priorities: National Priorities

Table 33 shows the MTAS priority turn around focal areas in respect of Government's 2014 National Priorities.

Table 33: Priority Focal Areas in terms of the MTAS - National Priorities (2014)

TURN AROUND FOCAL AREA
1 Universal Access to basic services
2 Implement comprehensive Infrastructure Plans
3 Reduction of infrastructure backlogs
4 Fast track planning, upgrading and formalisation of informal settlements
5 Focus on methods to improve waste management collection & creation of employment opportunities
6 Reduce public facility backlogs in terms of water, sanitation and electricity
7 Provide a sporting facility per ward
8 Conduct an audit of ICT infrastructure
9 Achieve clean municipal audits
10 Establish communications and complaints management system
11 Improved revenue collection and debt management
12 Organised revenue collection and improved billing; customer care; indigent and credit control policies
13 Develop and implement capacity building plans

11. INTERGOVERNMENTAL POLICY ALIGNMENT

11.1 Millennium Development Goals

The Millennium Development Goals were agreed upon in September 2000 when 189 countries, including South Africa, committed themselves to the Millennium Declaration. These goals, which are intended to be met by the year 2015, are the following:

Goal 1: Eradicate extreme poverty and hunger

- Reduce by half the proportion of people living on less than one U.S. dollar a day.
- **Reduce by half the proportion of people who suffer from hunger.**

Goal 2: Achieve universal primary education

Ensure that all boys and girls complete a full course of primary schooling.

Goal 3: Promote gender equality and empower women

- Eliminate gender disparity in primary and secondary education at all levels.

Goal 4: Reduce child mortality

Reduce by two thirds the mortality rate among children under five.

Goal 5: Improve maternal health

- Reduce by three quarters the maternal mortality rate.

Goal 6: Combat HIV/AIDS, malaria, and other diseases

- Halt and begin to reverse the spread of HIV/AIDS.
- Halt and begin to reverse the incidence of malaria and other major diseases.

Goal 7: Ensure environmental sustainability

- Integrate the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources.
- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.

Goal 8: Develop a global partnership for development

- Develop an open trading and financial system that is rule-based, predictable and non-discriminatory.
- Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance.
- Address the special needs of landlocked and small island developing countries.
- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
- In cooperation with the developing countries, develop decent and productive work for the youth.
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.

11.2. National Policy Directives

(a) The 12 Outcomes adopted by the Cabinet Lekgotla in January 2010

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that is well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

At the end of April 2010, the President signed performance agreements with all 34 Cabinet Ministers. In these performance agreements, Ministers were tasked to establish an Implementation Forum for each of the twelve outcomes. In each implementation forum Ministers and all other parties responsible for delivering on an outcome, had to develop a Delivery Agreement.

The Delivery Agreement refines and provides more detail to the outputs, targets, indicators and key activities for each outcome, and identifies required inputs and clarifies roles and responsibilities. It spells out who has to do what, by when and with what resources.

In respect of Outcome 9, a Delivery Agreement was signed between the MEC's for Local Government of the respective Provinces and the Executive Mayors of all municipalities.

(b) National Development Plan (NDP) - November 2011

The President appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011 the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011 the vision statement and the plan was released for consideration. The NDP does not deviate from the course set by the above-mentioned 12 National Outcomes. The 12 Outcomes can be matched seamlessly to the objectives of the NDP. The following extracts from the document are important for the Municipality's IDP in terms of alignment.

Creating a virtuous cycle of growth and development

It is possible to eliminate poverty and reduce inequality by 2030. The Commission proposes that these be the guiding objectives of the NDP over the next 20 years.

The NDP has to attack the blight of poverty and exclusion, and at the same time nurture economic growth; creating a virtuous cycle of expanding opportunities, building capabilities, reducing poverty, involving communities in their own development, all leading to rising living standards. Such a virtuous cycle requires agreement across society about the contribution and sacrifices of all sectors and interests.

Strong leadership throughout society, national consensus, social cohesion and a capable state are the key enablers of this virtuous cycle.

NDP Proposals

The NDP focuses on putting in place the things people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality.

The Plan identifies nine major challenges and then makes specific proposals on how to address them. While all nine challenges must according to the Plan be tackled in an integrated manner, increasing employment and improving the quality of education are regarded as the highest priorities.

CREATE JOBS

Create 11 million more jobs by 2030:

- Expand the public works programme
- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Grow agricultural output and focus on agro-processing
- Provide tax subsidy to businesses to reduce cost of hiring young people
- Promote competitiveness and exports - diversify trade towards emerging economies
- Help employers and unions agree on starting salaries
- Make it possible for very skilled immigrants to work in South Africa - Promote manufacturing in areas of competitive advantage
- Make sure that probationary periods are managed properly
- Simplify dismissal procedures for performance or misconduct
- Take managers earning above R300 000 out of the CCMA process
- Reward the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors
- Deal with confusion over policies to do with transport, water, energy, labour and communications

EXPAND INFRASTRUCTURE

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network
- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment

- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links in key areas
- Improve and cut the cost of internet broadband by changing the regulatory framework

TRANSITION TO A LOW-CARBON ECONOMY

- Speed up and expand renewable energy and waste recycling and ensure new buildings meet energy saving standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax with rebates
- Scale up investment in R&D for new technologies where SA could have a competitive advantage
- Develop incentive structures for municipalities to reduce electricity and water demand

TRANSFORM URBAN AND RURAL SPACES

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes
- Give communal farmers, especially women, security of tenure

IMPROVE EDUCATION AND TRAINING

- Develop a nutrition programme for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people
- Increase teacher training output to attract learners into teaching, especially those with good passes in math's, science and languages
- Regularly test teachers in the subjects they teach to determine level of knowledge and competence. Link teacher pay to learner performance improvements
- Good schools should not be burdened with the paperwork that poor performing schools have to do to improve. Schools performing very poorly should receive the closest attention

- Change the process of appointment of principals and set minimum qualifications
- Gradually give principals more powers to run schools, including financial management, procurement of textbooks and other educational material, as well as hiring and firing educators
- Increase the number of university graduates and the number of people doing their doctorates
- Build two new universities in Mpumalanga and the Northern Cape
- Build a new medical school in Limpopo and a number of new academic hospitals
- Consider extending the length of first degrees to four years on a voluntary basis
- Provide full funding assistance covering tuition, books, accommodation and living allowance (in the form of loans and bursaries) to deserving students
- Grant seven-year work permits to all foreigners who graduate from a registered South African university

PROVIDE QUALITY HEALTH CARE

- Broaden coverage of antiretroviral treatment to all HIV-positive people
- Speed up training of community specialists in medicine, surgery including anesthetics, obstetrics, pediatrics and psychiatry
- Recruit, train and deploy between 700 000 and 1.3 million community health workers to implement community-based health care
- Set minimum qualifications for hospital managers and ensure that all managers have the necessary qualifications
- Implement national health insurance in a phased manner
- Promote active lifestyles and balanced diets, control alcohol abuse and health awareness to reduce non-communicable diseases

BUILD A CAPABLE STATE

- Create a professional public service
- Make the public service a career of choice
- Improve relations between national, provincial and local government
- Boost state-owned enterprises to help build the country
- Professionalise the police and criminal justice system

FIGHT CORRUPTION AND ENHANCE ACCOUNTABILITY

- Centralise the awarding of large tenders or tenders that go for a long time
- Take political and legal steps to stop political interference in agencies fighting corruption
- Set up dedicated prosecution teams, specialist courts and judges
- Make it illegal for civil servants to run or benefit directly from certain types of business activity - Introduce restraint of trade agreements for senior civil servants and politicians
- Expand protection of whistle blowers

TRANSFORM SOCIETY AND UNITE THE NATION

- The Bill of Responsibility, developed by the Department of Basic Education and others, should be popularised and used as a pledge by all South Africans to live the values of the Constitution
- Encourage all South Africans to learn at least one African language
- Revitalise rural communities
- Employment equity and other redress measures should continue and be made more effective
- Promote values of a caring society

(c) National Spatial Development Perspective (NSDP) – 2006

The NSDP provides a framework for deliberating the future development of the national space economy and recommends mechanisms to bring about optimum alignment between infrastructure investment and development programmes within localities. It is not a national development plan; nor does it predetermine what should happen where, when and how. Instead, it utilises principles and the notions of need and potential as a common backdrop against which investment and spending decisions should be considered and made.

The NSDP puts forward the following national spatial vision:

“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives: - By focusing economic growth and employment creation in areas where this is most effective and sustainable;

- *Supporting restructuring where feasible to ensure greater competitiveness;*
 - *Fostering development on the basis of local potential; and*
 - *Ensuring that development institutions are able to provide basic needs throughout the country.”*
-
- The NSDP puts forward five normative principles:
 - Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
 - Government has a constitutional obligation to provide basic services to all citizens wherever they reside.
 - Beyond the above-mentioned constitutional obligation, government spending on fixed investment should be focused on localities with economic growth and/or economic potential in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
 - Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with

- demonstrated low economic potential, government should, beyond the provision of basic services, concentrate primarily on human development by providing education and training, social transfers such as grants and poverty-relief programmes. People should also be enabled to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers. Infrastructure investment should primarily support localities that will become major growth nodes.

11.3. Provincial Policy Directives Western Cape's Draft Strategic Plan - 2011

In 2011 the Provincial Government of the Western Cape (PGWC) published the Draft Strategic Plan with the title "*Delivering the open opportunity society for all*". The Draft Strategic plan puts forward the following 12 strategic objectives:

11.3.1 Creating opportunities for growth and jobs by focusing on -

- the development of a provincial vision and brand
- the development of a corruption-free, efficient public sector
- a regulatory environment that is efficient
- an infrastructure and asset development strategy

11.3.2 Improving education outcomes by focusing on -

- literacy and numeracy outcomes
- accountability
- faster response times and support
- teacher morale
- quality texts and materials
- poverty and crime
- school maintenance
- redress
- migration and new schools
- school management and leadership

11.3.3 Increasing access to safe and efficient transport by -

- alignment to national interventions
- focusing on provincial priority areas
- ensuring alignment between municipal integrated transport plans and integrated development plans

11.3.4 Increasing wellness by -

- developing Healthcare 2020
- immediate action
- hosting a summit on reducing the burden of disease
- decreasing the incidence of infectious diseases (HIV and TB)
- decreasing the incidence of injury
- decreasing the incidence of non-communicable diseases
- decreasing the incidence of childhood illness

11.3.5 Increasing safety by -

- designing and establishing the institutions and approaches required to “make safety everyone’s responsibility”
- optimising security services for the government’s assets, personnel and visitors
- optimising civilian oversight
- optimising road safety

11.3.6 Developing integrated and sustainable human settlements by -

- accelerated delivery of housing opportunities
- a sense of ownership, rights and responsibilities amongst beneficiaries, owners and tenants
- optimal and sustainable use of resources

11.3.7 Mainstreaming sustainability and optimising resource use and efficiency by -

- climate change mitigation
- water management
- pollution and waste management
- biodiversity management
- land use management and agriculture
- managing the built environment

11.3.8 Increasing social cohesion by -

- creating an environment to build social cohesion
- repairing the social fabric by addressing the causes and effects of social disintegration
- strengthening the social fabric by building social capital

11.3.9 Reducing poverty by -

- addressing unemployment and creating jobs
- addressing food security
- addressing health issues
- addressing education
- improving the living environment for poor communities
- ensuring good governance

11.3.10 Integrating service delivery for maximum impact by -

- integrated planning and budgeting
- coordinated provincial support to municipalities
- integrated service delivery
- coordinated intergovernmental reporting and engagement

11.3.11 Creating opportunities for growth and development in rural areas by focusing on and promoting -

- infrastructure development and service_delivery
- the scientific, technical and sanitary environment
- the regulatory environment
- the physical environment
- both the commercial and emerging sectors and a comprehensive rural development programme - skills development

11.3.12 Building the best-run regional government in the world

Strategic Objective 10 is specifically aimed at municipalities. While this Objective encompasses all three spheres of government, there is a particular focus on the provincial and local spheres. This is because the Province needs to focus on maximising the resources over which it has direct control and because the local government oversight responsibility of Province places it in a particularly close relationship with municipalities.

11.4. District Perspective

District IDP Framework: Section 27 of MSA

The IDP Framework for the Overberg District is a critical road map that fosters alignment, integration and implementation. The Overberg District Municipality needs to set parameters of development and create synergy with B-Municipalities in the following particular areas: (The Framework is binding on all the municipalities in the District.)

The objectives of the District's Framework are:

- Ensure Council policies and strategies are aligned with National and Provincial programmes.
- To serve as a guiding model for integrated development planning by the ODM and local municipalities.
- To involve and integrate all relevant role-players.
- To ensure that all the local authorities in the District fulfil the responsibilities entrusted to them by legislation in the form of powers and functions.
- To bring about co-operative governance in the regional context and to align and co-ordinate development planning at local government level.
- To guide the modus operandi of local government, in particular with regard to aspects of integrated development
- To ensure that the needs of communities and interest groups are identified, acknowledged and addressed.
- To ensure and co-ordinate the effective use of resources (financial, human and natural).
- To keep up to date with legislation.

Priorities as Informed by Framework for IDP

The Overberg District Municipality's five-year IDP is designed in the context of mobilising all its inhabitants, communities, interest groups, politicians and officials to help realise the overarching development strategy for the Overberg. This is called the ODM Growth and Development Strategy.

Vision and Mission

Statements of the Overberg District Municipality were formulated:

- **Vision:** a descriptive picture of the future state.
- **Mission:** an action statement for bringing about what is envisioned, i.e. the Vision

The following strategic focal points were highlighted at a strategic session with

Councillors:

- i) Secure financial sustainability
- ii) Establish Managerial and Human Resource capacity
- iii) Operational effectiveness and efficiency of resorts
- iv) Corporate governance audit
- v) Optimise stakeholder management approach
- vi) Operational effectiveness and efficiency of waste disposal services
- vii) Business/customer relations plan
- viii) Marketing and implementation of mission statement

Table 34 below depicts the District's Strategic Priorities, how it is linked to the 12 National Outcomes and how it intends addressing each one:

Table 34: District and National Priority Link

National KPIs	ODM Strategic Priorities	Key Strategies	5 Year Measurement	IDP Ref.	
1	Basic Services and Infrastructure	To ensure the health and safety of communities and visitors in the Overberg District through the provision of efficient basic services and infrastructure in terms of disaster management, municipal health, environmental management and waste disposal services.	<ul style="list-style-type: none"> > Operational effectiveness and efficiency of waste disposal services > Develop environmental planning management tools > Optimise stakeholder management approach 	<ul style="list-style-type: none"> > Efficient management of Karwyderskraal solid waste facility > Continuous assessment of disaster risks > Efficient management of district municipal health services > Road maintenance as per Project plans 	2.3.2.2 6.6 2.3.2 2.3.4 & 8.1
2	Local Economic Development	To support the economic drivers of the district by promoting tourism and local economic and social development and supporting the development of a sustainable district economy in order to promote youth development, economic growth, build skills, create jobs and eradicate poverty.	<ul style="list-style-type: none"> > Business/customer relations plan > Operational effectiveness and efficiency of resorts > Formulation and implementation of new LED Strategy 	<ul style="list-style-type: none"> > District Tourism Strategy > District LED Strategy > Upgrading of Resorts > EPWP promotion 	2.3.6.5 6.7 2.3.2.3 2.3.6.4
3	Municipal Transformation and Institutional Development	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development in order to achieve objectives as per the Performance Management System.	<ul style="list-style-type: none"> > Establish Managerial and Human Resource capacity > Marketing and implementation of Mission statement > Ensuring that ODM plays a leading integration and development role 	<ul style="list-style-type: none"> > Review organogram > Adopt Communication Policy & Strategy > Ensure skills development > Regular update of PMS and CAPMAN 	2.3.5.1 2.3.6.6 2.3.5.3 3.3
4	Financial Viability	To attain financial viability by executing accounting services in accordance with National policy and guidelines. To achieve and maintain sustainability by implementing the Municipal Finance Improvement Plan (MFIP), Recovery Plan and Action Plan in terms of the Auditor-General's Report.	<ul style="list-style-type: none"> > Secure financial sustainability > Marketing and implementation of Mission statement 	<ul style="list-style-type: none"> > Implement MFIP > Continued MFMA-CSC meetings > Continued MPAC meetings 	2.3.1 2.3.1 2.3.1
5	Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and encouraging community participation in all public participatory matters of the municipality.	<ul style="list-style-type: none"> > Corp governance audit > Optimise stakeholder management approach > Functioning District Co-ordinating Forum to enhance IDP planning throughout the District 	<ul style="list-style-type: none"> > IDP Steering Committee > District IDP Managers Forum > Enhancing IGR 	2.3.6.1 2.3.6.1 2.3.6.2 2.3.6.6 2.3.6.7

11.5. Alignment between National, Provincial and Local Government Strategic Plans

Table 35: Alignment between National, Provincial and Local Government Strategic Plans

National Outcomes (2010)	National Dev Plan (2011)	WC Draft Strat Plan (2011)	Municipal Outcomes (2012)
1 Improved quality of basic education	Improve education and training	2 Improving education outcomes	
2 A long and healthy life for all South Africans	Provide quality health care	4 Increasing wellness	
3 All people in South Africa are and feel safe		5 Increasing safety	7 Increased community safety through traffic policing, by-law enforcement and disaster management
4 Decent employment through inclusive economic growth	Create jobs	1 Creating opportunities for growth and jobs 9 Reducing poverty	5 Sustainable development of the municipal area - Economic growth and equity
5 A skilled and capable workforce to support an inclusive growth path	Improve education and training		3 An effective, efficient, motivated and appropriately skilled work force
6 An efficient, competitive and responsive economic infrastructure network	Expand infrastructure	3 Increasing access to safe and efficient transport	4 Access to affordable and reliable municipal infrastructure
7 Vibrant, equitable and sustainable rural communities with food security for all	Transform urban and rural spaces	11 Creating opportunities for growth and development in rural areas	5 Sustainable development of the municipal area - Sound management of the urban and rural environment
8 Sustainable human settlements and improved quality of household life		6 Developing integrated and sustainable human settlements	
9 A responsive, accountable, effective and efficient local government system	Build a capable state	10 Integrating service delivery for maximum impact	1 A financially sustainable municipality with well maintained assets 2 Satisfied, involved and well informed clients
10 Environmental assets and natural resources that are well protected and continually enhanced	Use resources sustainably (transition to a low-carbon economy)	7 Mainstreaming sustainability and optimising resource use and efficiency	5 Sustainable development of the municipal area - Sound management of the urban and rural environment
11 Create a better South Africa and contribute to a better and safer Africa and World	Transform society and unite the nation	8 Increasing social cohesion	
12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	▪ Build a capable state ▪ Fight corruption and enhance accountability	12 Building the best-run regional government in the world	6 A lean, integrated, stable and corruption free organisation

11.6. Involvement of Provincial Sector Departments

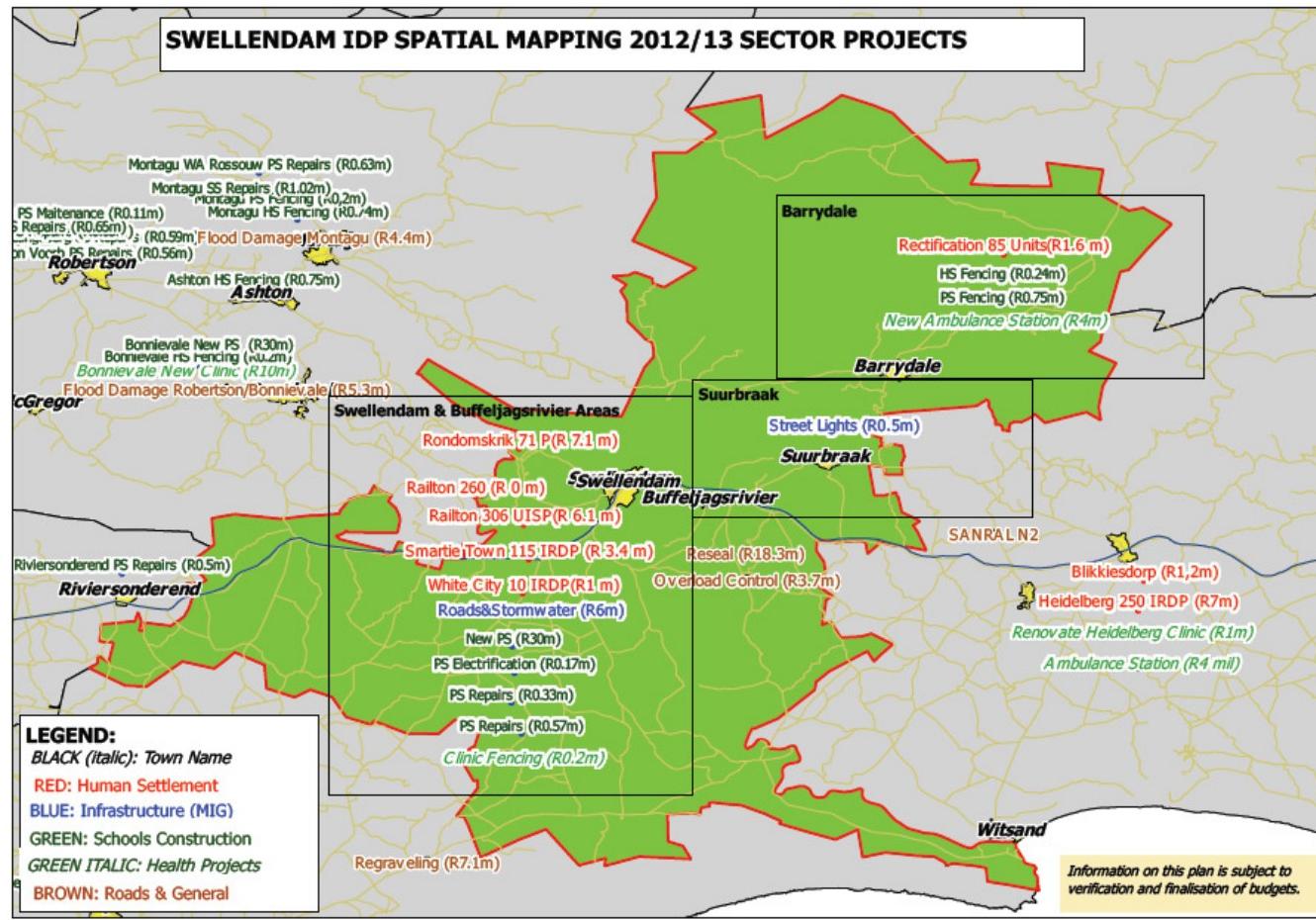
The information in **Table 36** below was provided by provincial sector departments at an IDP Indaba held on 8 February 2012. It indicates provincial projects to be undertaken in the Swellendam area during the 2012/13, 2013/14 and 2014/15 financial years. The table only include specific project relevant only to Swellendam and not the generic projects.

Table 36: Involvement of Provincial Sector Departments

Department	Project	Funding	2012/2013	2013/2014	2014/2015
Cultural Affairs and Sport	Replacement funding for expenditure on library staff and operational budget	R 3 038 000	x	x	x
	Conditional Grant Funding	R 347 000	x	x	x
	SLIMS– Computerized Library System	R 110 461	x		
Human Settlements	Swellendam / Barrydale rectification	R 795 000	x		
	Swellendam / Railton (306) UISP	R 5 000 000	x		
Education	Primary School	R29 829 000	x (R9.639m)	X(R20.19m)	
Transport and Public Works	Weighbridge Management	R 5 358 000	X(R3.731m)	X(R1.627m)	
Agriculture	Suurbraak Council of Stakeholders (NPO)	R 100 000	x		

Department	Project	Funding	2012/2013	2013/2014	2014/2015
Local Government (MIG Projects)	Upgrade Roads, Stormwater(Swellendam, Rondomskrik, Buffelsjags River)	R18 949 878	x		
	Rehabilitate Water supply Pipelines (Buffelsjags River)	R 3 750 600	x		
	New Stormwater System (Railton)	R 570 000	x		
	Upgrade Street Lights (Suurbraak)	R 1 200 000	X		
	PMU 2012/13 (Swellendam)	R 400 000	X		
	Rehabilitate Water Treatment Works	R 1 254 000	x		
Economic	Suurbraak Living Space	R 1 200 000	x		

Figure 21: Sector Projects



12. SECTORAL PLANS

SECTOR PLANS AND POLICIES

In terms of section 35 of the Municipal Systems Act the IDP “*is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality*”. Sector plans are the level of planning and management just below the IDP and are informed by the IDP. There is however a mutual interaction between the IDP and sector plans - not only does the IDP inform the sector plans, the sector also provides important strategic directives to the IDP.

Table 37: Sector Plans the table below provides a list of the Municipality's sector plans and policies:

SECTOR PLAN	PROGRESS
Five Year Financial Plan	Completed: Revisited annually
Five Year Capital Investment Plan	Completed by district municipality and handed over to Swellendam Municipality – needs review
Strategic Financial Recovery Plan	Completed: Partial implementation
Liability Investment and Cash Management Policy	Completed and approved by Council
Performance Management Framework	Completed and approved by Council: Implemented for Section 57 employees and down to Post Level 7
Skills Development Plan	Completed and implemented
Employment Equity Plan	Completed and implemented
Spatial Development Framework	Approved by Council in June 2009 and currently awaiting MEC approval: Will also be accepted as Structure Plan by provincial authorities
Zoning Schemes	Approved by Council in 2010. Awaiting MEC approval

SECTOR PLAN	PROGRESS
Heritage Study	Outstanding. As soon as funding is available
Land Audit	Completed in December 2005 and needs to be updated (Department of Land Affairs)
Breede River Estuary Management Plan	Completed and accepted in May 2008
Integrated Environmental Programme	<p>Policy Framework in line with NEMA has been formulated and approved</p> <ul style="list-style-type: none"> • Tree Committee functional to assist municipality • Environmental and Nature Conservation Forum functional to assist municipality • Dept. of Environmental Affairs is contacted whenever there are any uncertainties with reference to NEMA.
River Management Plan	To be addressed in 2010/11: Currently in process
Master Plan for Water, Sanitation and Electricity Provision	Completed. Needs to be updated since it is 4 years old
Water Services Development Plan	Needs complete updating
Energy Strategy	Complete – but still needs to be accepted by Council
Master Housing Plan	Completed: Needs updating and revision. Will receive attention during the course of 2011/2012 The Municipal Elections plays a major role in drafting and finalization any policies.

SECTOR PLAN	PROGRESS
Storm Water Management Plan	Complete for Swellendam and flood line determined for Swellendam, Barrydale and Suurbraak
Pavement Management System	Upgraded in June 2008
Disaster Management Framework	Finalized by District Municipality. Traffic Safety Policy is receiving attention and is driven by the ODM.
Integrated Waste Management Plan	Completed. Will be revised after the new council has been elected.
Integrated Transport Plan	Completed on District level: Applicable locally
Local Economic Development Plan	Completed :To be revised in 2010/11
HIV/Aids Strategy	Based on district plan
Poverty Alleviation Plan	Outstanding. Despite no formal plan Council already took several decisions with regard to this matter and is addressing the matter through various other plans and policy documents
Water Safety Plan	Completed 31 march 2011
Bulk Infrastructure Master Plan: Water & Sanitation	Completed 31 March 2011 and contains bulk infrastructure needs for the next 25 years
Fire Protection Plan	Completed March 2011

13. BUDGET LINKAGE

WC034 Swellendam - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective R thousand	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Good Governance	96	4	36 611	36 611	4	-	-	-
Basic service delivery	16 573	16 721	783	783	10 823	12 256	12 905	13 589
Correcting spatial imbalances	879	783	-	-	657	720	758	795
Democratising of planning and decision-making	19 603	23 665	20 506	20 506	35 662	41 063	43 814	46 780
Effective, responsive, people-centered and integrated institution	371	342	-	-	4 505	3 409	25	26
Ensuring access to basic services by all	58 757	92 980	73 896	73 896	93 182	108 232	112 438	109 704
Financial Viability	7 302	7 032	9 144	9 144	4 008	5 531	5 815	6 245
Local Economic Development	507	638	-	-	456	423	446	468
To support the residents of the Swellendam with the necessary sporting and recreational facilities as well as to protect and preserve the natural environment in harmony with future town development	3	3	-	-	0	1	1	1
Allocations to other priorities								
Total Revenue (excluding capital transfers and contributions)	104 091	142 168	140 941	140 941	149 297	171 634	176 202	177 607

WC034 Swellendam - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective R thousand	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Good Governance	1 798	1 889	17 136	17 136	3 268	4 940	5 249	5 572
Basic service delivery	2 561	2 683	12 731	12 731	2 356	3 909	4 076	4 132
Correcting spatial imbalances	970	1 429	–	–	1 192	1 677	1 784	1 898
Democratising of planning and decision-making	6 597	8 036	9 228	9 228	11 577	15 256	16 256	18 195
Effective, responsive, people-centered and integrated institution	7 182	5 705	–	–	5 812	9 557	11 421	12 034
Ensuring access to basic services by all	61 832	76 238	68 231	68 231	73 560	104 943	111 776	122 424
Financial Viability	16 096	20 021	21 793	21 793	16 877	16 628	18 457	19 516
Local Economic Development	1 665	1 875	–	–	2 002	2 200	2 326	2 455
To support the residents of the Swellendam with the necessary sporting and recreational facilities as well as to protect and preserve the natural environment in harmony with future town development	220	160	–	–	168	203	217	325
Allocations to other priorities								
Total Expenditure	98 922	118 037	129 119	129 119	116 811	159 313	171 563	186 549

WC034 Swellendam - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective R thousand	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Good Governance	–	–	–	–	–	–	–	–	–
Basic service delivery	–	–	–	–	–	–	–	–	–
Correcting spatial imbalances	–	–	–	–	–	–	–	–	–
Democratising of planning and decision-making	366	474	552	920	920	920	–	–	–
Effective, responsive, people-centered and integrated institution	1 470	1 907	2 217	3 698	3 698	485	3 450	7 400	1 000
Ensuring access to basic services by all	23 622	30 651	35 640	59 441	59 441	32 058	53 935	63 871	28 218
Financial Viability		309	360	600	600	600	550	–	–
Local Economic Development		–	–	–	–	–	–	–	–
To support the residents of the Swellendam with the necessary sporting and recreational facilities as well as to protect and preserve the natural environment in harmony with future town development		340	396	660	660	60	750	120	2 000
Allocations to other priorities									
Total Capital Expenditure	25 457	33 682	39 165	65 319	65 319	34 123	58 685	71 391	31 218

Annexure

Local Economic Development Strategy 2008-2011

Council's first Local Economic Development Strategy and Action Plan were formally approved on 4 December 2007. Central to the Strategy are the following key imperatives:

- To improve, develop and maintain the local economy
- To ensure and accelerate long term economic growth

In adopting LED as a strategy, Swellendam Municipality is encouraging people and stakeholders at all levels to participate in local economic decision making which explores creativity and builds entrepreneurship at all levels of society. Given the challenges that are faced with job creation and poverty eradication, the Strategy builds a platform for bringing all on board in working towards solutions. A further aim of the Strategy is to establish a basis for Council on which further local economic development can be built and enhanced. It is also aimed at increasing jobs and selling Council's vision to the private sector.

The Strategy is based upon a 2001 analysis of the economic trends, characteristics and priorities of the local economy and is subject to change once the new Socio-Economic Profile is in place. It is further also based on inputs from the community, the Swellendam IDP, the ODGDS and the PGDS. The need to take advantage of new economic opportunities and to address the developmental needs of the greater Swellendam area is also addressed in the Strategy.

Strategic Approach

The LED Strategy is a multi-stakeholder area-wide Strategy that will need to be collectively owned and driven.

Vision

A robust and inclusive local economy addressing local needs and exploiting local opportunities, real, potential and competitive advantages.

This vision is in line with the vision defined in the Swellendam IDP, namely "Shared Prosperity through Co-operative Participation".

Goals

To have a local economy that is strong, inclusive and sustainable. To have a local economy that supports the growth and development of local employment, income and assets, overcoming constraints and competition to capitalise on opportunities. A local economy that will:

- Increase economic growth
- Sustain the natural resource base for future generations
- Broaden participation in the economy
- Reduce unemployment
- Reduce poverty
- Build the human capital of the residents of Swellendam, especially the poor, in line with the changing needs of the economy

Strategic Themes

To ensure the economic growth of the area it is essential to focus on the strategic sectors and to implement strategies and programmes to facilitate economic growth. The strategic interventions contained in the Strategy are based on inputs from communities, the Swellendam IDP, the ODGDS and the PGDS. The Strategy is structured around four central themes identified to act as mechanisms that will give a true account of the direction in which the Municipality is headed.

These strategic themes are:

- Tourism Development
- Business and Enterprise
- Skills and Education
- Infrastructure

Alignment to Regional Growth and Economic Thinking

Municipal Support in respect of Regional Growth

Council's LED Strategy is aligned with the Western Cape Growth and Development Strategy and the Overberg Growth and Development Strategy. Swellendam Municipality also shares the same vision for its local economy with Government, ie "Robust and inclusive local economy exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives" as reflected by the following goals contained in the LED Strategy:

- To increase economic growth
- To sustain the natural resource base for future generations
- To broaden participation in the economy
- To reduce unemployment
- To reduce poverty
- To build the human capital of the residents of Swellendam, especially the poor, in line with the changing needs of the economy

The LED Strategy requires cooperation between the Municipality, the District, the Province and surrounding municipal areas. These networks will be an important resource for maximising the impact of investments. The Strategy is aligned with District, Provincial and National Strategies and Policies and is therefore in line with Government's aim of "development of sustainable local economies through integrated Government action" as contained in the National Framework for LED.

.Long Term Infrastructure Investment Strategy

Infrastructure Interventions as Contained in the LED Strategy (2008-2011)

- Develop business and industrial sites to meet demand
- Develop informal trading areas at strategic spots across the area
- Initiate an initial study for the possible establishment of bus or other public transport to improve connectivity between towns
- Conduct an Infrastructure Backlog Review
- Integrated Signage Programme involving new N2 Tourism Signage and Heritage, Arts and Culture signage at appropriate locations across the area.

Interventions to Promote Investment as Contained in the LED Strategy

- Film Project: To establish a permanent film/production school where learners can follow short courses on film making
- Investment Promotion: To engage with WESGRO to promote the greater Swellendam as a premier location for investment
- Develop a series of feasibility studies for large scale capital investment products such as:
 - Cable Car
 - Cultural Centre
 - Fairs
 - Public Transport (Taxi's)
- To produce a feasibility study to investigate the potential/viability of establishing an Enterprise Centre in the "Old Jail" complex so as to provide assisted workspace for emerging entrepreneurs

Interventions to Develop Skills as Contained in the LED Strategy

- To develop a one to one mentoring programme between established entrepreneurs and emerging entrepreneurs
- To increase employability in the local community through training and skills development such as: ABET, Trades Training, obtainment of driver's licenses and capacity building through sports ,arts, culture
- To provide a Tourism Training training programme for:
 - Guides
 - Front of house/Customer Services
 - Chef/Catering
 - Housekeeping
 - Hospitality Management
- To draw up a funding application to secure external funding for the undertaking of a comprehensive skills audit throughout the whole area

- To draw up funding bids for a series of trades training such as bricklaying, carpentry, etc
- Basic Business Skills Training Programme in Partnership with Red Door
- Funding Bid: Investigation into the Establishment of a Tertiary Training Facility

Institutional Arrangements for Implementation of the LED Strategy

- Capacitate the LED Unit by strategic staff appointments/support services in order to ensure:
 - Planning, execution, monitoring and evaluation capacity
 - Structured SMME development and support
 - Enhanced tourism service
- Involve Ward Committees, SMAF and Business Chambers as the vehicle for monitoring and evaluating the LED programme, e.g. buy-in from the community resulting from the failure of LEDA
- Establish a new Development Forum to oversee the implementation of the Strategy as soon as possible.

Enhance linkages with private sector as one mechanism to try and overcome the shortage of Funds

- Submit funding bids as identified in the LED Strategy

The above LED Strategy of Swellendam will link up with:

Western Cape Economic Development Partnership (EDP)

The Economic Development Partnership (EDP) will lead, co-ordinate and drive the Western Cape economic delivery system to achieve greater levels of inclusive growth. It aims to put the regional economy on the map and on the move by focusing on:

- economic data and intelligence
- shared vision, common strategy, joint plans
- investment climate
- business brand
- performance of the delivery system

EDP performed a survey of the landscape which revealed 43 different organisations. These organisations have been grouped according to the following categories:

- ⊤ National, Provincial and Local Government
- ⊤ Private Sector
- ⊤ Special Purpose Vehicles
- ⊤ Labour
- ⊤ Education
- ⊤ Community Organisations

The EDP will be incorporated as a not-for-profit company to house the dialogue partnership (April 2012). Provincial legislation will be passed in 2013 to enable Provincial Government to become a full equity partner and investor in the EDP.